World Heritage | 31 COM

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

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

WORLD HERITAGE COMMITTEE

Thirty first Session

**Christchurch, New Zealand
23 June – 2 July 2007**

<u>**Item 19 of the Provisional Agenda**</u>: **Presentation of the report on the management audit of the World Heritage Centre**

19A. Final report on the management audit of the World Heritage Centre

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SUMMARY

This document presents the management audit of the World Heritage Centre requested by the World Heritage Committee (Decision **30 COM 12**).

<u>Note :</u>
1. This revised version includes additional elements mainly on pages: 31; 56 to 72; 97 to 103; and 125.
2. There are no changes to the recommendations in this revised version.
3. The English version is a new translation of the revised French version.

FINAL REPORT

MANAGEMENT AUDIT OF THE WORLD HERITAGE CENTRE

NEW VERSION OF 8 JUNE 2007

Note :

1. This revised version includes additional elements mainly on pages: 31; 56 to 72; 97 to 103; and 125.
2. There are no changes to the recommendations in this revised version.
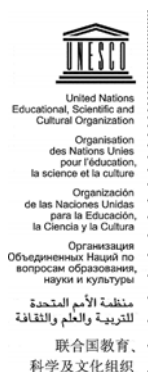3. The English version is a new translation of the revised French version.

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NB: In this report, the World Heritage Centre is called "the Centre" or "the WHC"

1 ACKNOWLEDGMENTS

The Deloitte Team would like to thank all officials from the World Heritage Centre and UNESCO as a whole for their reception and their availability during our audit.

The Deloitte team is very grateful to the Ambassadors and Chiefs of Delegation, UNESCO officials, Advisory Body representatives and partners of the World Heritage Convention approached in order to construct a shared analysis of the management of the World Heritage Centre and to propose generally useful recommendations.

2 EXECUTIVE SUMMARY

The management audit of the World Heritage Centre took place between December 2006 and April 2007. In the course of this audit, the team from Deloitte carried out the following work:

- A series of more than 60 individual and group interviews with WHC personnel, representatives from States Parties, the UNESCO General Secretariat, the Advisory Bodies and certain partners and field offices. In total, 65 people in the Centre were interviewed, i.e. 71% of all people working at the Centre. Additional group interviews were also held in the final phase of the audit in order to draw up recommendations and assess the conditions for implementing them.

- An analysis of 31 replies to a questionnaire sent to over 85 people.

- An exhaustive data-gathering process that made it possible to understand the imperatives and working procedures within the WHC, as well as to compare the viewpoints put forward in the interviews with field observations.

This management audit follows up on the audit conducted in 1997. The observations and recommendations must be placed in the context of the various work carried out by both independent experts and UNESCO's internal services. Given that the Culture Sector is currently in the process of being restructured, the assessments and recommendations may be used to support a series of measures to be reviewed by the appropriate bodies in the coming weeks and months.

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The WHC is perceived as a centre of excellence both inside and outside UNESCO. It is being approached more and more frequently while expectations with regard to the services it provides continue to rise. Although the WHC generally copes with its missions in a satisfactory manner, problems persist with regard to budgetary matters and workload.

Firstly, we observed an increase in the WHC's workload which has been driven by:

- an "automatic" increase in the workload related to the Centre's role as secretariat to the Convention: increase in the number of States Parties (up 14% since 2000), increase in the number of properties on the World Heritage List (up 17% since 2000), and an increase in the number of state of conservation reports (135 in 2006, 83 in 2000);

- increasing demands in terms of the volume and quality of information to be produced or analysed at the request of the Committee (structure of state of conservation reports, reports on Committee deliberations, volume and complexity of nomination dossiers for the List of World Heritage, demand for online publications, etc.);

- a greater role in implementing the World Heritage Convention and a broader remit from UNESCO: since the end of the 1990s, the Centre's two main governance bodies - the World Heritage Committee and UNESCO – have expanded the Centre's brief. Firstly, the World Heritage Committee has tasked the Centre with implementing specific decisions within the scope of the World Heritage Convention: coordination of periodic reports by region; compilation of a retrospective inventory; implementation of thematic programmes (2001), supplemented by regional programmes and various initiatives, etc. Secondly, UNESCO's governing bodies (Director-General, Deputy Director-General), as well as the decision to make the Centre part of the Culture Sector, have gradually expanded the Centre's role in implementing UNESCO's Programme: responsibility for the UNESCO-University Forum (2000), safeguarding campaigns with the transfer of the staff in charge of tangible heritage within the Cultural Heritage Division of the Culture Sector, and responsibility for all matters related to immovable cultural heritage (2007);

- the WHC's increasing role as a key actor in plotting strategy for the implementation of the Convention and in implementing the Convention (developing extrabudgetary financial initiatives as part of the Global Strategy, in addition to its specific role as secretariat and to implementing the specific decisions of the Committee).

Alongside its increased workload and expanded brief, the WHC's organizational structure has been overhauled: structuring of regional and functional sections/units, and a trebling of headcount within the WHC. The increase in the number of staff in permanent positions is due to the incorporation of part of the Culture Sector's Division of Cultural Objects and Intangible Heritage (closure of the Tangible Heritage Section). However, this growth has also been bolstered by the support of the WHC's partners (secondment of personnel by States Parties, funds held in trust for public and private partners). Extrabudgetary funding pays for 50% of the WHC's payroll costs. Employees paid out of extrabudgetary funds are mostly employed on short-term contracts renewed every few months. These employees are often involved in specific projects limited in time, but most of them also take part in statutory activities mentioned by the Operational Guidelines.

In this context, the management audit sought to pinpoint the WHC's problems in handling its workload and ensuring a high-quality service for all of the governing bodies.

The following main points were identified:

- A risk of time- and quality-loss due to non-standardized practices, some employment contracts inappropriate for the work actually carried out, and a lack of suitable procedures for storing and disseminating information within the WHC;

- A lack of adequate activity management tools, especially regarding apportionment of human resources to the Centre's various tasks (to assess the relative share of each of the WHC's activities), and of tools for activity-based and cost-based budgetary and accounting management; a very real need for planning and arbitration procedures in view of the WHC's expanding brief and the complexity of funding methods. Therefore, if results-based management is to be used as a management method in UNESCO, we believe that the WHC must first develop activity indicators so that results can be measured in relation to resources allocated. It will then be possible to envisage RBM within the WHC. The forty detailed process charts in the appendices, covering the whole of WHC work, could form the basis for activity segmentation and measurement under a general management-control system. In any case, result-based management is the management tool for which the WHC should be aiming;

- Insufficient support as regards information and communication technologies;

- Progress in some areas and a need for clarification in terms of the WHC's positioning in relation to the other actors involved in implementing the Convention, especially the Advisory Bodies;

- An increase in the number of activities carried out at the behest of the Committee or on the WHC's own initiative and financed by extrabudgetary funds;

- A tendency to prioritize the WHC's activities on the basis of the profiles of its programme specialists. Although this is a pragmatic approach, it involves a risk of fragmentation or non-completion of projects in the event of the resignation of the specialists responsible for running them.

While the Centre's partners have shown their satisfaction with the work carried out, increases in quality no longer seem as great as over the previous ten years. The workload is unsustainable at the present rate of activity, as the number of properties and projects increases and the Centre's reputation grows, together with the demands on it. If UNESCO and the World Heritage Committee wish to match the Centre's resources more effectively to its missions, it will be essential to increase those resources in the immediate term.

These audit points are analysed in more detail in the body of the report (diagnostic review section).

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The management audit proposes six development guidelines based on the diagnostic review:

1. Organize the gathering and accumulation of data to facilitate decision-making

2. Plan and detail a strategy in terms of shared action plans that are disseminated, monitored and evaluated

3. Improve accounting and budgetary management within the WHC

4. Improve the management of internal and external interfaces (Advisory Bodies and partners)

5. Improve the service culture within the administrative departments

6. Reflect the development guidelines in the WHC structure and put forward restructuring proposals.

These guidelines are broken down into a series of 19 recommendations (listed below but not in order of priority) and a corresponding proposal for WHC reorganization:

- 1.1. Create a knowledge-management function that could ultimately lead to the creation of a documentation centre

- 1.2. Coordinate reporting and information-sharing by regional sections and units

- 1.3. Develop a blueprint for providing the WHC with its own specific IT and management tools

- 1.4. Define and detail Operational Guidelines for implementing the Convention in internal procedures

- 2.1. Organize decision-making and arbitration procedures between the WHC's units and sections

- 2.2. Develop quality-based procedures and internal control in the WHC

- 3.1. Produce complete, reliable and usable financial statements

- 3.2. Ensure that section and unit heads have better knowledge of available resources, and clarify funding strategy

- 3.3. Bring the Centre's action management cycle into line with its budgetary cycle

- 4.1. Clarify the division of roles and responsibilities between the WHC and the Advisory Bodies

- 4.2. Incorporate the specific features of the role played by the Advisory Bodies into contracting procedures

- 4.3. Make the Advisory Bodies accountable for the quality of deliverables expected

- 4.4. Highlight the role of the extrabudgetary partners

- 4.5. Improve coordination with field offices and the other sectors of UNESCO

- 5.1. Reaffirm the definition and principles of administrative flexibility (particularly the advantages and drawbacks of ex-ante reviews)

- 5.2. Simplify management procedures within the AO

- 5.3. Introduce procedures for forward planning of post and skills requirements and for managing HR on a day-to-day basis

- 5.4. Introduce management control and cost-based monitoring of activities

- 5.5. Facilitate the reporting and consolidation of information from the various sections and units

- 6.1 Reorganize the Centre

The last section of the report groups these recommendations under six themes (strategic alignment, governance, WHC management, operational performance and risk management, budgetary and accounting management and human resource management) and analyses them in terms of impact and feasibility of implementation.

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This final report is divided into two main sections:

- The body of the report, describing the background of and major issues concerning the management audit and diagnostic reviews and then proposing development guidelines and related recommendations

- The appendices to the report, comprising the management audit specifications, a list of audits and assessments since 1997, a bibliography, the list of interviews conducted, the questionnaire (content and recipients), and an analysis of WHC working procedures.

3 CONTEXT AND OBJECTIVES OF THE MANAGEMENT AUDIT

3.1 Context of the management audit

A. Presentation of the World Heritage Convention and Centre

The 1972 *Convention concerning the Protection of the World Cultural and Natural Heritage* has proved one of UNESCO's most fruitful and most remarkable initiatives. Almost all UNESCO's Member States have acceded to the Convention and Member States have clearly given strategic priority to promoting and implementing it.

☑ ARTICLE 14 OF THE 1972 CONVENTION MAKES THE DIRECTOR-GENERAL OF UNESCO RESPONSIBLE FOR THE SECRETARIAT TO THE WORLD HERITAGE COMMITTEE

Article 14 of the Convention: *"1. The World Heritage Committee shall be assisted by a Secretariat appointed by the Director-General of the United Nations Educational, Scientific and Cultural Organization. 2. The Director-General of the United Nations Educational, Scientific and Cultural Organization, utilizing to the fullest extent possible the services of the International Centre for the Study of the Preservation and the Restoration of Cultural Property (the Rome Centre) (ICCROM), the International Council of Monuments and Sites (ICOMOS) and the International Union for Conservation of Nature and Natural Resources (IUCN) in their respective areas of competence and capability, shall prepare the Committee's documentation and the agenda of its meetings and shall have the responsibility for the implementation of its decisions."*

☑ THE WORLD HERITAGE CENTRE WAS ESTABLISHED IN 1992 TO DISCHARGE THE TASKS OF THE SECRETARIAT AND ITS ROLE IS SPECIFIED IN THE OPERATIONAL GUIDELINES FOR THE IMPLEMENTATION OF THE WORLD HERITAGE CONVENTION

Section I.F, paragraph 27 of the Operational Guidelines: *"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, 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."

B. A context of restructuring of UNESCO's sectors

UNESCO's Medium-term Strategy for 2002-2007 presents the framework for UNESCO reforms as approved by Resolution III/1 adopted by the General Conference at its 31st session in October-November 2001. The Strategy is designed to project a new vision and profile for the Organization, in particular by clarifying its principal functions.

The intention is to create a link between UNESCO's role and mandate on the one hand and the concept of globalization with a human face on the other. The strategy thus unifies the four main programme areas and defines a limited number of strategic objectives: 12 for the entire Organization and 3 for each programme.

The sectors are being reorganized in order to implement the new strategy. As regards the Culture Sector, the Director-General's Blue Note dated 25 January 2007 summarizes the organizational and functional changes already decided. Nevertheless, the Director-General underlines in this memorandum that future changes in the Centre will partly depend on the results of the present management audit: *"The management audit of the Centre requested at the last meeting of the World Heritage Committee in Vilnius will undoubtedly prove very helpful in evaluating the best means of optimizing its operations as well as its structure (…). Nevertheless, I believe that the structure of the World Heritage Centre must be re-examined in order to ensure greater overall efficiency and consistency with the strategic priorities defined by its Intergovernmental Committee. To this end, I will undertake a revision of the Centre's organization on the basis of the World Heritage Committee's deliberations on the audit's recommendations."* [1]

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[1] DG/Note/07/02

C. A context of recurring internal and external evaluation

Merida Committee 1996
- Management review of UNESCO's World Heritage Centre (WHC) focused on the efficiency of the structure and on the match between missions and resources.
- Setting-up of a consultative body to make recommendations to the Committee based on the conclusions of the organisational review

Kyoto Committee 1998
- Review of the 1997 Management audit and the follow-up report of the consultative body
- **Report requested to the Director-General of UNESCO on the mandate and resources of the WHC**

Marrakech Committee 1999
- Resolution of the Bureau submitted to the Director-General of UNESCO in order to **reinforce the working capacity of the WHC in a context of increasing workload**
- **Establishment of a Strategic Task Force in order to analyse the management of several activities of the WHC**

Cairns Committee 2000
- Decisions in order to implement the Task Force's recommendations regarding management processed

Implementation of the recommendations of the 1997 management audit has led to significant changes in the organization of the WHC and helped to structure its activities, giving the WHC a greater role in relation to the World Heritage Convention. The most significant improvements are better-structured statutory meetings with the creation of the Policy and Statutory Implementation Section (POL), steps taken to promote a standard approach to natural and cultural heritage, and the creation of an effective and adequate information system. Most of the changes described in this report reflect the findings and recommendations of the 1997 management audit.

While the Centre's remit, workload and size have changed considerably over 10 years, it nevertheless appears that the management problems identified in 1997 have remained largely unchanged: operational planning and arbitration procedures; the status of staff working at the Centre, with staff on short-term contracts carrying out the duties of permanent staff; the need to improve institutional memory and optimize use of ICT; the need to link financial information with approved work plans; and the need for a clarification of clarification of roles and responsibilities and for performance reporting on activities not directly related to statutory meetings.

Most of the recommendations have been implemented and adapted to the organizational and hierarchical changes in the WHC. If the same themes and areas of improvement recur in this report, the resulting recommendations will on occasion support the conclusions and policies adopted since the 1997 audit.

☑ SEVERAL AUDITS, ASSESSMENTS AND OTHER REVIEWS HAVE BEEN PERFORMED SINCE THEN

Although the last management audit goes back to 1997, this audit may be seen as part of a series of assessments, analyses and other audits performed since then. In an appendix, we provide the complete list of approximately thirty study, audit or assessment reports presented to the Committee since 1997. Various themes have been dealt with: the functioning of international assistance, financial procedures, issues of implementation of the Convention (election of Committee members, universal value, etc.), performance indicators, etc. Various actors have been involved in carrying out these reports: UNESCO's internal audit department (IOS), the Centre and ad hoc groups comprising States Parties, external auditors and evaluators.

In 2006, a special report by the Baastel company on implementation of results-based management - "RBM Mission to UNESCO World Heritage Centre - RBM Framework and Roadmap" - was submitted to the Committee for a decision. But it was not approved as such for the reasons given below.

The World Heritage Committee,

1. Having examined Document *WHC-06/30.COM/12*,

2. Recalling Decision **29 COM 12** adopted at its 29th session (Durban, 2005),

3. Emphasizing that setting precise but realistic and measurable results and indicators is essential for effective performance appraisal and monitoring,

4. Takes note of the set of performance indicators of all the World Heritage Thematic Programmes which are structured according to the four Strategic Objectives set at its 26th session (Budapest, 2002);

5. Encourages the Director of the World Heritage Centre to seek appropriate funding for these Thematic Programmes and invites donors to provide financial support to this effort;

6. Further requests a management audit in order to facilitate the development of the strategic plan for reinforcing the implementation of the *Convention*, and that no management structure changes at the World Heritage Centre should occur until the management audit is completed.

3.2   Objectives of the management audit

☑ **GENERAL OBJECTIVES**

Given the issues with which the World Heritage preservation programme is presently confronted, the WHC management audit encompasses work performed since 1996 in order to prepare a diagnostic review of the degree of effectiveness and efficiency of the World Heritage Centre's initiatives:

- Assessment of the degree of fit between programme management and budgetary control;

- Assessment of implementation of the World Heritage Committee's decisions as witnessed by the definition of programmes and by budgetary control.

The diagnosis aimed at preparing an action plan designed to:

✓ Adjust human and budgetary resources to programme requirements,

✓ Reinforce the World Heritage Centre's effectiveness and efficiency in its missions as Secretariat of the World Heritage Committee and implementing the World Heritage Convention,

✓ Reinforce the interaction between the World Heritage Centre and the Culture Sector as well as the various other UNESCO bodies contributing to action in favour of World Heritage.

☑ **SCOPE AND SPECIFIC OBJECTIVES**

The scope of the audit engagement presented in the terms of reference (cf. the appendices) covers 3 essential topics of analysis:

1	2	3
WHC organization and review of the degree to which programmes and budgets are designed to meet its needs	Interfaces management: UNESCO and external bodies	WHC performance evaluation and control mechanisms

4 SOURCE AND PERFORMANCE OF THE ENGAGEMENT

☑ **REQUEST FOR A MANAGEMENT AUDIT**

At its thirtieth session in Vilnius, Lithuania, in 2006, the World Heritage Committee requested a management audit of the World Heritage Centre (Decision 30 COM 6). The Committee "<u>further requests</u> a management audit of the World Heritage Centre in order to facilitate the development of a strategic plan for reinforcing the implementation of the Convention, and that no management structure changes should occur at the World Heritage Centre until the management audit is complete".

☑ **ORGANIZATION OF THE SELECTION OF THE AUDIT FIRM**

At the Committee's request, terms of reference were drafted by the World Heritage Centre in conjunction with the members of the World Heritage Committee in autumn 2006 for the purpose of selecting an independent audit firm. The call for tenders and resulting selection of the firm of Deloitte (Paris) to carry out the management audit was overseen by the Internal Oversight Service (IOS), the Division of the Comptroller of the Sector for Administration, and the Culture Sector.

☑ **PERFORMANCE OF AUDIT**

- **Kick-off meeting**

   The kick-off meeting between Deloitte and the World Heritage Centre took place on 22 November 2006. For logistical reasons (identification of key persons to be interviewed, gathering of initial documentation, etc.), it was agreed that Mr Kishore Rao, Deputy Director of the Centre, and Mr. Carlos Romero, Administrative Officer of the Centre, would serve as the points of contact and reference at the World Heritage Centre for the conduct of the management audit.

- **Organization of the audit in 3 phases**

   The management audit was performed in 3 distinct phases between November 2006 and April 2007:

✓ Phase 1: Preparation of the audit plan and of tools for gathering the requisite information,

✓ Phase 2: Carrying out the audit,

✓ Phase 3: Formulation of recommendations and elaboration of the action plan.

▪ **Main methodological components used in the management audit**

The results and analyses presented in this document are based in particular on:

✓ **In-depth review of documentation** (cf. the appended bibliography),

✓ The results of a questionnaire sent to a broad sample of stakeholders (cf. box below and detailed presentation of questionnaire in appendix),

✓ **Sixty interviews conducted** within the World Heritage Centre, with other UNESCO actors and with members of the Committee, of Advisory Bodies, of partner organizations, etc. (cf. the list of persons interviewed and interview guidelines in appendix). **These interviews were either individual interviews or, alternatively, group interviews (especially in the case of WHC sections and units)**.

With a view to validating our results and formulating relevant and operational recommendations we organized:

✓ **Supplementary interviews and in-depth documentary research to support all the audit points raised,**

✓ **Three final group interviews within the World Heritage Centre** covering the following subjects:

• 1. Activity coordination and management organization,

• 2. Organization of relations with the Advisory Bodies,

• 3. Working and management tools

Questionnaire summary

The detailed results of the questionnaire are presented in the appendix to the management audit report; moreover, the comments and assessments by the various stakeholders (partners, Advisory Bodies, field offices), both through the questionnaire and through the interviews that we conducted, are directly incorporated in the findings and appraisals of this report.

In brief, we may note the following information from the 31 replies to the 85 questionnaires:

Eighty-five stakeholders received an electronic questionnaire in December 2006. They were representative of the WHC and the Centre's work interfaces: States Parties, field offices, Advisory Bodies and partners. They were chosen for questionnaires mainly because they had not been systematically interviewed. Lastly, the questions were selected according to the affiliation of the stakeholder concerned. The 105 questions were divided into 3 priority themes:

- Process management for WHC-specific activities

- Interface management for WHC relations with institutions and partners

- Management of WHC activities connected with its role as Secretariat to the World Heritage Committee.

Thirty-one questionnaires were analysed: from field offices (response rate: 42%), partners, Advisory Bodies (response rate: 50%) and, to a lesser extent, WHC partners (response rate: 32%). There was a weak response from State Parties (under 20% of those approached replied).

Comments by Convention stakeholders indicate that the WHC has a positive image, especially in terms of responsiveness and the technical expertise of its teams. Those replying congratulated the Centre on its process-management initiatives and developments and its public communication tools. In this respect, the changes to the website, in terms of both content and ergonomics, were systematically mentioned as important progress.

The introduction of a strategy for the World Heritage List is very well received. The implementation of the strategy is evaluated more positively. "Flagship" actions, such as the introduction of periodic reporting, were felt to be an important mechanism for improving the credibility and representative nature of the World Heritage List. Nevertheless, the stakeholders underlined the need to introduce monitoring plans in this respect.

Regarding scope for improvement, all the comments focused on certain needs:

- While the questionnaire revealed a consensus that the resources of the Centre and WHF were being well managed – an important step forward in respect of the recommendations made in the 1997 audit - it also pointed out strong concerns as to the level of available resources, in particular raising the issue of whether current resources were compatible with the increased workload.

- The replies indicate a wish for more information and communication from the Centre, firstly through more transparent financial management and secondly through better communication on its partnership strategy.

Diagram of management audit process
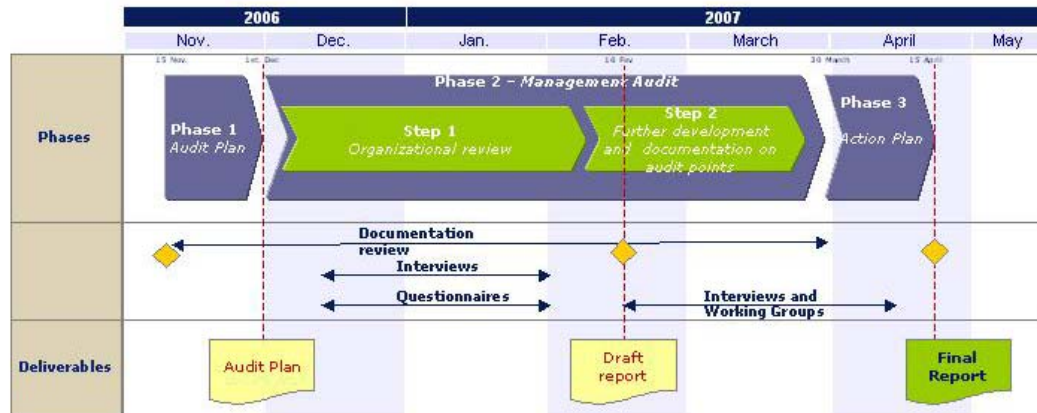
This audit report is to be presented to the World Heritage Committee at its 31st session in June 2007 (Christchurch, New Zealand)

5 DIAGNOSTIC REVIEW

5.1 Missions and working procedures

5.1.1 WHC missions and working procedures

☑ **AN "AUTOMATIC" INCREASE IN WORKLOAD RELATED TO THE SECRETARIAT OF THE CONVENTION**

The activity of the Centre as Secretariat of the Committee may be examined in terms of the execution of its main working procedures. Within the scope of the management audit, while analysing these working methods, which are reviewed annually, we used empirical methods to measure and quantify the workload based on the Centre's output.

An analysis of the Centre's volume of activity shows that output has increased in relation to its mission as the Convention's Secretariat. This increase, which we may term "automatic", is due to the Convention's success: increase in the number of States Parties, in the number of properties on the World Heritage List and on the List of World Heritage in Danger, in the number of state of conservation reports, and in the number of decisions to be implemented. Moreover, the workload has also grown in response to the increase in the volume of information requested by the Committee (format of state of conservation reports, reports on Committee proceedings, etc.).

- **Increase in the number of States Parties**

  Currently, 183 States out of UNESCO's 191 Member States have ratified the Convention, i.e. a ratification rate of 95%. Between 2002 and 2006, 22 states ratified the World Heritage Convention (a 14% increase in the number of States Parties since 2000).

- **Increase in the number of properties on the World Heritage List and increasing complexity of nomination dossiers**

Since 2000, an average of 25 new properties a year have been added to the World Heritage List; between 2000 and 2006, 140 additional properties were inscribed on the World Heritage List, an increase of 17%. This increase has been accompanied by a corresponding increase in the number of applications processed by the Centre: in 1995, there were 754 nomination dossiers; in 2006, this number had risen to 1,297.

Number of properties inscribed on the World Heritage List since 2000

Number of properties inscribed on the World Heritage List since 2000

Source: Documents presenting properties to be inscribed on the List during sessions of the Committee (2000-2006)

This increase in workload has been accompanied by more complex nomination dossiers due to the demands of a more rigorous nomination process. Completed nomination dossiers have swelled from just a few pages long in the 1970s and 1980s to several hundred pages in length today. Although States Parties are asked to submit a digital version of their applications, the Centre also digitizes certain dossiers or certain documents that require specific digitizing equipment (maps).

- **State of conservation reports on properties inscribed on the World Heritage List and List of World Heritage in Danger**

In 2006 the Committee reviewed 133 state of conservation reports on properties on the World Heritage List, i.e. 52 more than in 2000.

Evolution in number of state of conservation reports presented to the Committee, 2000-2006
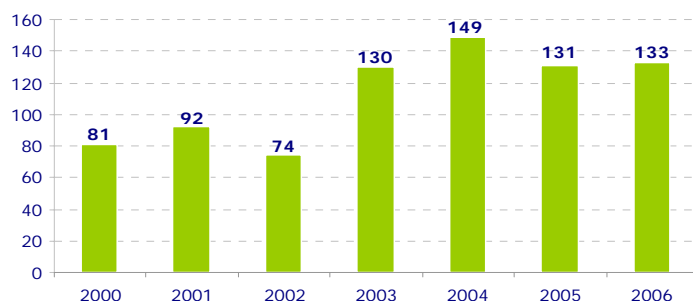
These reports are mandatory for properties on the List of World Heritage in Danger, but such reports represent only one third of all SOC reports submitted to the Committee, as illustrated by the diagram below.

Number of state of conservation reports presented to the Committee by category since 2000
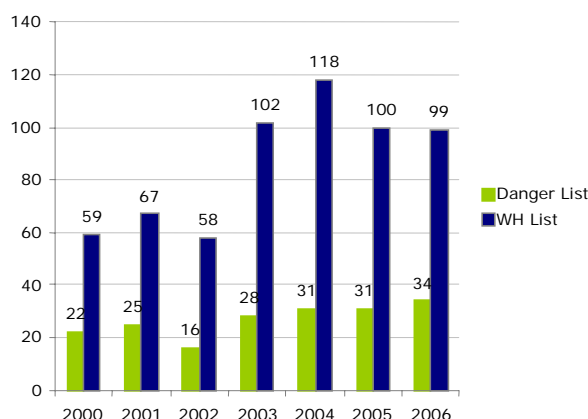
■ **Volume of documents to be prepared by the Secretariat for the Committee**

Between 2000 and 2006, the number of pages of documents submitted to the Committee during its annual session grew by 27% (from 2,182 to 2,671 pages). This increase is due mainly to the introduction of a report on decisions, prepared by the Centre and adopted at the end of the session, to summary records of the entire discussions (6th extraordinary session – Paris – 2003), as well as the higher volume and more detailed nature of state of conservation reports.

However, we should also note a reduction in the number of pages contained in the Rapporteur's reports and in the summary reports on seminars and other thematic studies.

Furthermore, other additional documents are produced every year and made available to the Committee through the website. Following a Committee decision to supplement working documents by making available all information documents in the Committee's two official languages, a substantial quantity of documents (and pages) are no longer included as "official information documents" but are made available to the Committee separately. For example, previously, reports of reactive monitoring missions were routinely submitted to the Committee as information documents but are now just posted on the website.

Number of documents for the annual Committee session: comparison between 2000 and 2006

Column chart

Number of Pages of Committee Documents			
Documents	Pages/1995	Pages/2000	Pages/2007
Opening Session Documents			
Provisional timetable and provisional list of documents	5	15	11
General information documents	10	13	29
Reports of the Rapporteur	31	172	45
Requests for Observer status	-	-	10
Summary records and decisions adopted at previous session	125	155	434
Subtotal	*171*	*355*	*529*
Evaluations by the Advisory Bodies			
UICN evaluation	-	213	111
ICOMOS evaluation	-	254	303
Advisory Body activity reports	-	28	27
Subtotal	*-*	*495*	*441*
Convention implementation activities			
Periodic Report	-	65	156
Follow-up to the Periodic Report	-	-	42
State of conservation reports for properties on the List of World Heritage in Danger	-	11	115
State of conservation reports for properties on the World Heritage List	83	38	32
Tentative Lists of States Parties submitted and Nominations of properties to the World Heritage List and the List of World Heritage in Danger	15	36	53
Report of the World Heritage Centre on its activities	18	20	20
World Heritage documentation, information and promotion activities	39	18	-
Execution of the Budget	76	46	51
List of requests for International Assistance submitted	16	37	3
Global Training Strategy	10	18	-
Subtotal	*257*	*289*	*472*
Others			
Meeting reports and technical studies	245	521	613
Provisional Agenda of next session	31	1	3
Subtotal	*276*	*522*	*616*
Total of pages			
	704	2,182	2,671

Source: Documents submitted to Committee during the 1997, 2000 and 2007 annual sessions

Case study: Example of the increase in the number of pages contained in state of conservation reports

The example of the Simien National Park, which has been on the List of World Heritage in Danger since 1996, is a good illustration of the increase in the number of pages contained in state of conservation reports. A comparison between the report presented in 2000 (half a page long) and the report in 2006 (almost four pages long) provides a fair indication of these changes: they have resulted mainly from additional headings to provide background information and from the production of more detailed analyses.

☑ **THE MISSIONS OF THE WHC: RANGING FROM SECRETARIAT OF THE WORLD HERITAGE CONVENTION TO RESPONSIBILITY FOR ALL UNESCO'S ACTIVITIES RELATED TO IMMOVABLE HERITAGE**

- **1992: Creation of the WHC - activities as the Convention's Secretariat**

When the Centre was set up in 1992, the Director-General's memorandum DG/Note/92/13 stressed that its main role was to implement the World Heritage Convention, and in particular to act as its Secretariat, as well as to promote UNESCO's cultural and natural heritage initiatives as widely as possible and to raise extrabudgetary funding.

It should be stressed that the Centre has to coordinate its action with divisions of the Science and Culture Sectors carrying out heritage activities, particularly with regard to conservation campaigns for cultural heritage and the biosphere reserves network for natural heritage.

The Centre was set up as an experiment with the possibility of expanding its mandate if the results were convincing.

- **From the late 1990s: greater role in implementing the World Heritage Convention and a wider mandate from UNESCO**

It seems as if from the end of the 1990s the Centre's two main governance bodies - the World Heritage Committee and UNESCO - widened the Centre's brief. The scope of "the Secretariat's tasks" was explained in detail in the 1999 Report by the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the 22nd session of the World Heritage Committee (WHC-99/CONF.209/INF.15) and was incorporated in the Operational Guidelines (paragraph 28).

✓ Firstly, the World Heritage Committee tasked the Centre with implementing specific decisions within the scope of the World Heritage Convention:

- coordination of periodic reports by region;

- revision of the Operational Guidelines;

- compilation of a retrospective inventory;

- implementation of thematic programmes (2001) supplemented by regional programmes and various initiatives, etc.

The table below summarizes the main programmes and initiatives decided by the Committee.

Thematic Programmes decided by the Committee	Regional Programmes decided by Committee as application of Periodic Reporting recommendations	Coordination of in-depth reflection on technical issues launched by the Committee
- Cultural Landscapes (1992)	- Africa 2004-2007	- Outstanding Universal Value reflection (2006-2007)
- Cities (2001)	- Asia 2003-2009	- Reflection on the preparation of the next cycle of Periodic Reporting (2006-2007)
- Earthen Architecture (2001)	- Pacific 2009	- Impacts of Climate Change on World Heritage properties (2006-2007)
- Sustainable Tourism (2001)	- Caribbean	- Reflection on benchmarks (2006-2007)
- Forests (2001)	+ North-America (2005) and Europe (2006) action plans	- Reflection on buffer zones (2007-2008)
- Small Islands Developing States (2005)		
- Marine and Coastal (2005)		

In addition to the Committee's decisions, the Centre has also developed programmes and initiatives within the scope of the Global Strategy and launched a significant number of extrabudgetary projects.

Initiatives and programmes launched by the World Heritage Centre	Examples of extrabudgetary projects
- Modern Architecture and World Heritage (2001) - Astronomy and World Heritage Initiative (to celebrate UN Astronomy Year in 2009) - UNESCO Fellowship Programme - Vocations Patrimoine, for WH site managers (2006)	- Information Technology & Heritage (Flemish project) - Central African World Heritage Forest - Rapid Response Facility - Cultural Routes - Safeguarding of Bamiyan site

Secondly, UNESCO's governing bodies (Director-General, Deputy Director-General), as well as the decision to make the Centre part of the Culture Sector, have gradually expanded the Centre's role in implementing UNESCO's Programme: responsibility for the UNESCO-University Forum and Heritage (2000), safeguarding campaigns with transfer of the staff in charge of tangible heritage within the Cultural Heritage Division of the Culture Sector, and responsibility for all matters relating to immovable cultural heritage (2007) and the 1954 Convention. The table below lists the main activities assigned to the Centre by the Director-General in addition to its role as Secretariat to the Committee (the "Young People's Participation in World Heritage Preservation and Promotion" project was decided by the Committee but was included in document C5, which made the WHC responsible for coordinating it).

Main C5 actions delegated to the Centre
- Forum UNESCO - University and Heritage (launched in 1995)
- Exploring relations between diversity of natural and cultural heritage, cultural landscapes and natural sacred sites
- Special programme for small islands in the Caribbean, Pacific, Atlantic and Indian Ocean
- "Young People's Participation in the Preservation and Promotion of World Heritage" special project (1994)
- Melina Mercouri International Prize (UNESCO-Greece)
- Cultural heritage protection and rehabilitation
-Coordination of international action on rehabilitation of heritage in post-conflict situations

- **Outline of changes in WHC's mandate**

				2007
			2001-2005	**1954 Convention on the Protection of Cultural Property in the Event of Armed Conflict and its Protocols**
New role decided by Unesco			**Activities on Tangible Heritage Issues**	**Activities on Tangible Heritage Issues**
New role decided by the World Heritage Committee			**Forum Unesco - University and Heritage**	**Forum Unesco - University and Heritage**
		1998-2001	**Regional Programmes**	**Regional Programmes**
			Retrospective Inventory	**Retrospective Inventory**
	Thematic Programmes	**Thematic Programmes**	**Thematic Programmes**	**Thematic Programmes**
	Periodic Reporting	**Periodic Reporting**	**Periodic Reporting**	**Periodic Reporting**
1992				
Secretariat of the 1972 World Heritage Convention	**Secretariat of the 1972 World Heritage Convention**	**Secretariat of the 1972 World Heritage Convention**	**Secretariat of the 1972 World Heritage Convention**	

☑ **MAIN DIFFICULTIES IN CARRYING OUT MISSIONS**

- **Coordination between governing bodies**

The decisions taken by UNESCO's governing bodies regarding the organization of and responsibilities entrusted to the WHC are taken without systematic prior consultation of the Committee.

It appears nonetheless that the Committee's prerogatives regarding the organization and scope of the Centre's activities have not been clearly defined. We note that the Committee has expressed opinions on the Centre's management and resources: repeated requests to increase the Centre's resources; at the 174th session of the

Executive Board (April 2006) the Lithuanian Ambassador, as Chairperson of the Committee, called for the Director-General to clarify the administrative changes envisaged for the Centre and pointed out the need to submit them to the Committee; request for a management audit.

Moreover, the new missions assigned by UNESCO have bolstered the Centre's involvement in the Culture Sector, despite the fact that one of the Committee's strategic objectives is to maintain a balance between natural and cultural heritage.

- **Resource allocation**

The missions assigned by the Committee have been only partially funded by the World Heritage Fund. As regards the Centre's expanded brief, the absence of any activity-based costing (ABC methodology) means that it is impossible to present the various stakeholders with the full cost (including staff costs) of the activities assigned to it. This lack of information hampers effective evaluation of the fit between the missions to be carried out and the resources available. Consequently, this audit cannot provide a detailed evaluation of this fit; **it can only offer an evaluation in relation to WHC's overall workload**.

Extra staff have been provided for only some of the new missions assigned by UNESCO. The requests addressed to some regional sections concerning heritage properties not inscribed on either the World Heritage List or Tentative Lists are on the increase and cannot be dealt with at present.

More generally, it would appear that the kind of expenditure and activities to be financed by the World Heritage Fund, the regular UNESCO programme and extrabudgetary funds is not clear (strategy of complementary funding according to type of activity and/or kind of expenditure) any more than the rules relating to these different funds for unauthorized expenditure, allocation procedure, etc. For many activities, various funding sources are used interchangeably depending on available resources (a pragmatic approach), but this is not conducive to clarity regarding how the Centre's activities are funded.

- **The Centre's role in carrying out its tasks: willingness to meet the demand for a high-quality service**

This is an issue in relation to both the tasks entrusted to the Centre by the Committee (division of responsibilities with the Advisory Bodies) and those assigned by UNESCO (decentralization strategy with field offices; coordination with other Sectors, other divisions of the Culture Sector, and Category II institutes).

✓ **Analysis of the strategy for allocating roles internally**

Field offices

In 2000, UNESCO began a process of decentralizing the tasks carried out by the Organization's Secretariat to field offices, clusters and regional offices. For management of World Heritage properties, this process concerns Culture Sector staff working in 38 existing field offices throughout the world (including a regional office for culture).

Major conservation campaigns (e.g. Angkor) have gradually been decentralized since 2000. Decentralization is aimed above all at implementing extrabudgetary projects in the field. The management procedures for decentralized projects are laid down by UNESCO. A 2006 audit by IOS reviewed compliance with these procedures, and corrective action is now being taken on the basis of its findings.

It must be stressed that the special features of the 1972 Convention call for specific training and expertise, requiring the Centre's professionals to be involved even in decentralized projects (technical referral and support, legal assistance, etc.). It should be noted that cultural-heritage officers in field offices are responsible for all the conventions relating to culture.

When former professionals of the Centre are assigned to field offices, this facilitates cooperation with the Centre. Nevertheless, these professionals have sometimes launched initiatives relating to the 1972 Convention without automatically informing the WHC.

On the basis of the interviews conducted and the questionnaires sent to managers in the field offices, we have found:

✓ a wide disparity in the qualifications and availability of the Culture Sector staff in the various field offices pointed out by Centre specialists but the absence of any formal mapping of skills and expertise;

✓ difficulty in mobilizing Science Sector representatives since the Centre forms part of the Culture Sector and these representatives would work under the Science Sector (programme specialists do cooperate but mainly because of good personal relations);

✓ a shortage of field offices in Western Europe and North America, where 50% of properties on the List are located;

✓ only one regional office for culture (Havana), run by a former Centre specialist;

✓ lack of clarity in the decentralization strategy: in practice the approach appears to be an "ad hoc" one that depends on individual Centre specialists (the turnover among the specialists themselves implies a lack of continuity in decentralization practices/approaches),

✓ in terms of workload: excessive administrative workload due to the absence of standardized reporting procedures for field offices. **This procedure does actually exist for the purposes of UNESCO, and field-office reporting is included in EX/4 as well as taking the form of a biennium activity report sent to the Director-General. However, this reporting procedure does not meet the Centre's management needs and calendar constraints (absence of consolidated monitoring of compliance with contractual reporting deadlines by field offices);**

✓ uncertainty over the future of decentralization due to the "One UN" reform;

✓ an ill-adapted approach of systematic decentralization of regular programme funds: the approach focuses on the decentralized amount for the regular programme (49% for the forthcoming biennium) and not on the Centre's total resources (regular programme, World Heritage Fund, extrabudgetary resources). This approach is unsuitable: in the Centre's case, the regular programme is primarily used to meet payroll costs and to pay for Secretariat missions (which must be carried out by the Centre and cannot be decentralized). A large portion of the activities decentralized

by the Centre are funded by the World Heritage Fund (particularly international assistance) and by extrabudgetary funds, but such amounts are not taken into account in targets for decentralizing funds. Therefore, at present decentralization is not based on a Centre strategy reflecting field-office capacity and actual needs.

Case study: decentralization of the periodic report for Latin America to the Montevideo field office (Uruguay)

This was a one-off decentralization initiative concerning the preparation of the periodic report for Latin America. When Mr Van Hooff, former chief of the Latin America Section, left to head up the field office in Montevideo, his job description stipulated that 60% of his time should be devoted to working for the WHC. The World Heritage Fund appropriations for the preparation of the periodic report were decentralized.

Strengths

- Because of geographical proximity, it was possible to have recourse to regional experts.

Weaknesses

- When Mr Van Hoff left to become head of the Havana office, preparation for drafting the report was done at the WHC. Field offices have pointed out that they do not have an overview of implementation of the WHC's recommendations and medium-term action plan for their region. However, this weak point is a general problem and this lack of an overview has been noted in other UNESCO programmes.

- It appears that there is only limited use of the periodic report as a strategic tool for implementation of the Convention by both the States Parties and the Centre.

Operational conclusions regarding decentralization

- Importance of a good working knowledge of the Convention and of the activities carried out by UNESCO in order to implement it

- Need to develop a decentralization strategy and to clarify channels of communication between the Centre and the field offices: at the present time, the heads of the field offices have no overview of the Centre's medium-term action plan for their region

- Absence of a clear strategy regarding decentralization of the Centre's activities

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The Culture Sector and other sectors

The following table shows the World Heritage management objectives for each Sector (excluding the Culture Sector) for the 2006-2007 biennium. It highlights the fact that

certain activities have been entrusted to different sectors and have been supplemented by intersectoral activities.

Summary of sectoral World Heritage objectives for 2006-2007

Major Programme / Sector	World Heritage objectives
Education	School capacity-building for cultural heritage education
Natural Sciences	Promote geological heritage
	Increase cooperation with space agencies to improve the management of MAB biosphere reserves and World Heritage sites
	In cooperation with space agencies, interdisciplinary research, training, educational and outreach projects will be developed to strengthen in-country capacity for management of World Heritage sites
	Enhancement and use of scientific and indigenous knowledge for protecting people, habitat, livelihoods and cultural heritage from natural hazards (Hyogo Framework for Action 2005-2015)
	Support an intersectoral regional plan of action for the Mediterranean maritime heritage with a view to sustainable development
Unesco Institute for Statistics	Thematic and methodological analyses focus on World Heritage
	Major contributor to a report of the World Heritage Centre on the Status of World Heritage Sites, published in 2006.
	UIS will participate in the development of indicators for the long-range monitoring of World Heritage Sites so as to help the Centre promote conservation efforts and to build national capacities in this area.
	Programme of work prepared to develop methodologies for measuring aspects of the World Heritage sites
Culture Sector	Promoting World Heritage values in education policies and practices
	Explore in a more specific way the relations between the diversity of natural and cultural heritage, cultural landscapes and natural sacred sites
	Member States of UNESCO and States Parties to the World Heritage Convention are being assisted in heritage conservation with specific guidelines and case studies of excellence on conservation practices and sustainable land use
All sectors (management by the WHC)	Programmes for small island States
WHC/Education Sector	Promoting World Heritage values in education policies and practices

5.1.2 Step-by-step process summary

The following table shows all the activities carried out by the Centre organized according to:

- Eleven key processes (including two cross-cutting ones) related to the mandate given to the Centre by the Operational Guidelines, the Committee Rules of Procedure and the General Assembly of States Parties to the Convention;

- Other activities related to UNESCO's internal processes or to the broader mandate of the Centre decided by the Director-General.

Changes in the way these activities are carried out, difficulties encountered and resources used are detailed exhaustively in the analysis of work processes provided in the appendix.

Breakdown of the WHC's activities and work processes

Process	Role of the WHC			
1 Statutory meetings (GA & Committee)	1.1 Presentation of SPs standing for election for the Committee	1.2 Preparation of sessions	1.3 Secretariat during the sessions of the Committee	1.4 Secretariat after the sessions of the Committee
2 Tentative lists	2.1 Reception, registration, transmission to the ABs	2.2 Presentation to the Committee		
3 Inscription of properties on the WH List	3.1 Reception, checking and transmission to the ABs	3.2 Focal point during the evaluation process	3.3 Presentation to the Committee	
4 Reactive monitoring : SOC reports	4.1 Reception of information on the state of conservation of sites	4.2 Organization of specific actions if missing information	4.3 Reporting to the Committee	
5 Periodic report	5.1 Support and coordination of SP for the national reports	5.2 Summary of the regional report and presentation to the Committee	5.3 Follow-up and support for regional action plans	
6 International assistance	6.1 Reception of requests, checking and transmission to the ABs	6.2 Joint evaluation and decisions on allocation	6.3 Follow-up, evaluation and reporting to the Committee	
7 Mobilization of resources	7.1 Support to SP for mobilizing financial and technical resources	7.2 Coordination with other actors/ conventions		
8 Promotion & communication	8.1 Public-awareness activities and publications	8.2 Answering information requests	8.3 Management of the Emblem	
9 Implementation of the decisions of the Committee & GA				
A Archiving & Knowledge management	A.1 Databases and websites	A.2 Archiving and conservation		
B B. Advising SPs				
1. Tangible Heritage	Operational projects and conservation campaigns	Secretariat to other conventions	Participation in management of C/5 activities	
2. UNESCO Processes	Requests of the DG and of the ADG (meetings, missions, briefings)	Tasks related to budgetary and administrative processes	Management of contracts with the ABs	

5.2 Internal organization and management

5.2.1 WHC structure and adequacy of resources

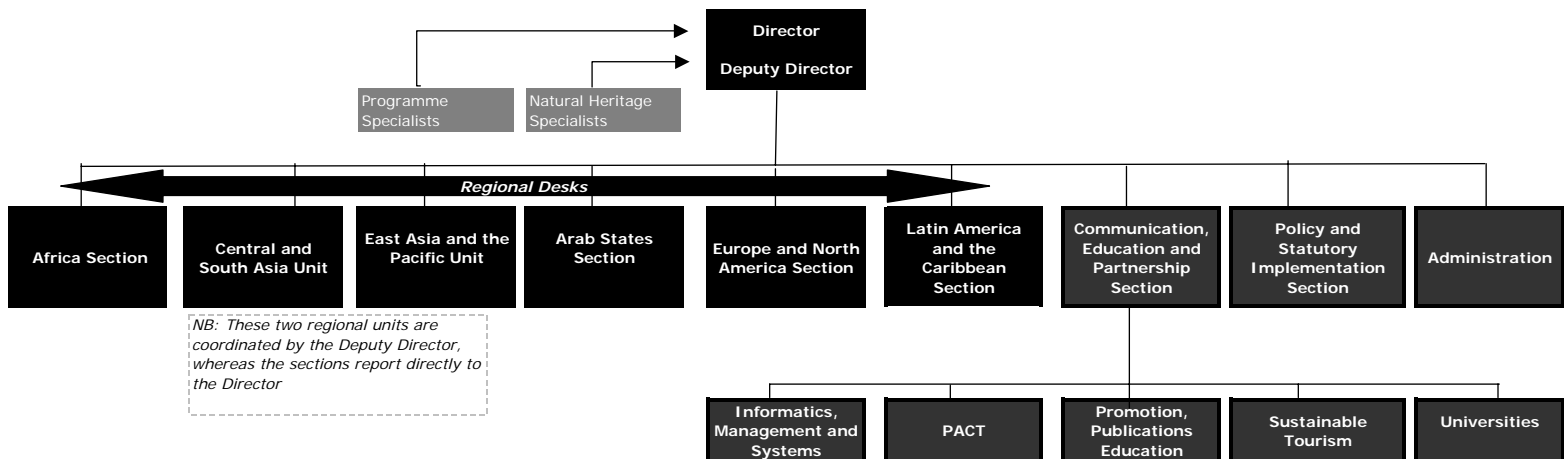#### A. Description of changes in the organization chart

☑ **PRESENTATION OF CURRENT ORGANIZATION CHART**

<u>**WHC outline organization chart as at 15 February 2007**</u>

NB: This chart was prepared for the management audit. At the present time, there is no official organization chart in use in this form for the Centre. The Policy and Statutory Implementation Section is called a "Unit" on the website.

- **A combination of a geographical and a functional approach**

  This organization chart is characterized by:

  ✓ a wish to have a single gateway for each State Party - regional desks - with an integrated natural/cultural heritage approach. There are a number of exceptions to this one-stop approach for certain very clearly defined procedures (nomination dossiers; tentative lists, where the contact for States Parties belongs to the Policy and Statutory Implementation Section; and statutory meetings);

  ✓ a significant number of sections/units reporting directly to the Director, and fragmented units in the case of the Communication, Education and Partnership Section;

✓ some professionals are not formally attached to any unit or section and report directly to the Director;

Although most States Parties appear to have a good understanding of this organizational structure, it should be noted that it has not been made public: no organization chart or presentation of organizational principles, or allocation of units/sections, has been posted on line. Only a list of the people working in each unit or section along with their contact details is available. No details are provided of their duties and responsibilities.

- **An organizational basis that does not reflect how the Centre's activities are organized in reality**

✓ Within the "regional desks", many people work on cross-cutting themes or on projects that do not concern their own geographical area. This is the case particularly with those in charge of cross-cutting thematic programmes, the nature team programme specialists, and people acting as a focal point for a trust fund (e.g. the members of the team in charge of the France-UNESCO Cooperation Agreement).

✓ Some professionals reporting to the Director work on localized geographical projects.

✓ Some professional are requested to work on an ad hoc basis on activities not related to their current functions because of their expertise in a particular sphere.

Since 2000: a change in the approach to organizing and structuring certain functions.

**WHC organization chart in 2000**
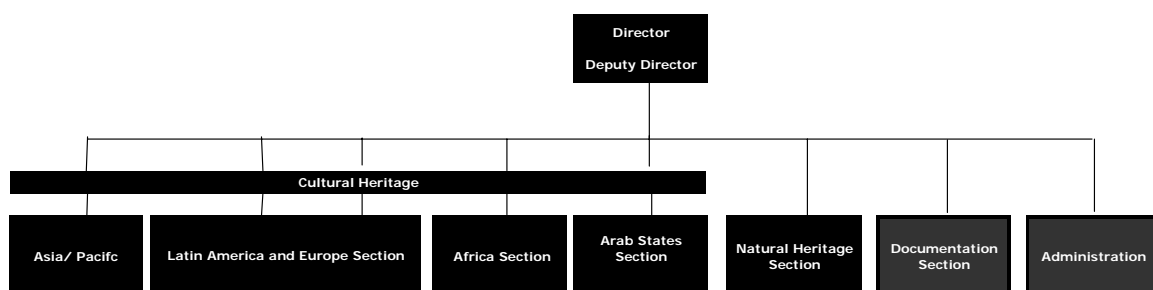
The main changes noted since 2000 in the Centre's organizational structure are as follows:

- ✓ The creation of a unit specifically dedicated to certain secretarial tasks for the World Heritage Convention (management of nominations and statutory documentation, coordination of statutory meetings)

- ✓ Restructuring of IT functions and partnership management

- ✓ Emergence of thematic units (Tourism, Universities)

- ✓ Transfer of professional staff from the Nature Section to "regional desks", which were previously in charge of cultural heritage alone. Nevertheless, some staff from the defunct Nature Section continue to report to the Deputy Director and do not belong to any regional section/unit. They are mostly in charge of extrabudgetary projects / conservation campaigns.

B. Functional analysis

☑ **THE SIX REGIONAL DESKS (REGIONAL SECTIONS AND UNITS)**

Prior to inclusion of professionals from the Cultural Heritage division, the WHC's regional desks consisted of five sections: "Africa", "Europe and North America", "Latin America", "Asia and the Pacific" and "Arab States".

After the incorporation of the professionals from the Division of Cultural Heritage in 2005, the Asia and Pacific Section was split into two units: "Central and South Asia" and "East Asia and the Pacific". The grade of one member of the professional staff transferred (Mr Francis Childe, P5) implied that he would be in charge of the team.

Comparative organizational chart of number of properties and headcount by Regional desk on 31 January 2007

Director
F. Bandarin
Shama Chokkam

Nada Al Hassan

Ron Van Oers
S. Haraguchi

Deputy Director
K. Rao

D. Ribeiro

Guy Debonnet
Yvette Kaboza
Cedric Hance
JC Lefeuvre*

6
61 properties
97% properties

Regional Desk headcount

Number of properties inscribed the World Heritage List

% of properties inscribed on the World Heritage List

Africa Section	Central and South Asia Unit	East Asia and the Pacific Unit	Arab States Section	Europe and North America Section	Latin America and the Caribbean Section	Communication, Education and Partnership Section	Policy and Statutory Implementation Unit	Administration
Elizabeth Wangari	**Francis Childe**	**G. Boccardi**	**Veronique Dauge**	**Mechtild Rossler**	**Jim Williams**	**Christian Manhart**	**Anne Lemaistre**	**Carlos Romero**
Lazare Eloundou	*Zohra Ndiaye*	*Lise Sellem*	*Marianne Raabe*	*Christine Delsol*	*Margarita Gonzalez L*	*Barbara Blanchard*	David Martel P	Mariam Amijee
	Junko Okahashi	Feng Jing	Mounira Baccar (FIT)	Anna Sidorenko-D	Alcira Sandoval-Ruiz			Peggy Chaillier
L. Diagne		Junhi Han		Junaid Sorosh	Marc Patry (FIT)	A. Capello	*Anna Ferchaud*	N. Gagnon
L. Maziz	S. Finke		F. Miglioli				L. Folin Calabi	Claire Servoz
N. Thiam	R. Lin	F. Ichihara	N. Radwan	A. Tzigounaki	Nuria Sanz		R. Veillon	
J. Weydt	WC. Soo	Y. Kyung Yoon		C. Fuchs	MP Fernandez		A. Balsamo	N. Glodean
	A Sayn-Witt	Carlos Garcia-Saez		K. Manz	N. Taylor		L. Janikova	
	S. Zannier	A. Tabbasum			S. Ripley		A. Borchi	

6
70 properties
8 % properties
43 States P
24 % SP

17
167 properties
20% properties
40 States P
22 % SP

6
63 properties
8% properties
18 States P
11 %SP

7
414 properties
50 % properties
50 States P
27 % SP

8
116 properties
14 % properties
32 States P
16% SP

A. Addison

E. Esquivel
F. Ferry
B. Mohammad

Joanna Sullivan
G. Hickey
F. Monnerie

Promo. Publications	Sustainable Tourism	Universities
Vesna Vujicic	**A.Pedersen**	**Marielle Richon**
G. Doubleday	Hervé Barré	*N. Valanchon*
C. Quin		
S. Aouak		

44
830 properties
182 SP

Therefore, this structure of six regional desks is temporary and will change after the retirement of Francis Childe in 2008.

"Regions" are not homogeneous as far as number of properties inscribed on the List, number of States Parties, and challenges of site conservation or Convention implementation are concerned. This explains the specific way in which regional desks allocate time to the different activities they are in charge of. The following chart illustrates the fact that the number of people working in each section/unit is roughly similar and does not depend on the number of States Parties or number of properties inscribed on the List in the region covered by the desk.

Breakdown of States Parties and List properties by regional desk

Each regional desk (section or unit):

- Is headed by a Grade P4 or P5 programme specialist;

- Has a permanent assistant/secretary (Grade G3 to G6) paid for out of the regular programme, apart from the Africa Section, which has an assistant on a temporary contract (recruitment in progress);

- Has one or two permanent programme specialists (including the chief of section or unit);

- Has a natural heritage specialist, with the exception of the Arab States Section and the Central and South Asia Unit. The Deputy Director provides expert input to these units, with involvement of members of the nature team where appropriate. For the Africa Section and the Europe and North America Section there are no separate natural heritage specialists, but the chiefs of these sections have a natural heritage background. In all cases (apart from the latter two sections) the natural heritage specialists in the sections/units are temporary staff or paid for out of extrabudgetary funds;

- Uses temporary or supernumerary staff (associate experts) supplied by States Parties, who are almost always paid for out of extrabudgetary funding.

Each section/unit chief coordinates the various activities of the section/unit and handles all reporting duties for the team as a whole. He or she is both a programme manager and an expert on the region, or on one or more natural heritage themes (chiefs of the "Africa" and "Europe and North America" sections) or cultural heritage themes (heads of the "Latin America" and "Arab States" sections, and of the "Central and South Asia" and "East Asia and the Pacific" units).

In general, regional desk staff of all grades provide advice to certain countries in the region, thus acting as focal points for the area, and are in charge of specific projects (thematic programmes, conservation campaigns, fundraising, focal points for funds-in-trust). The natural-heritage programme specialists are also members of the nature team coordinated by the Deputy Director.

The regional desks generally perform the following roles:

- **1) Tasks directly related to application of the Convention and its Guidelines**

- ✓ Providing advice to States Parties

- ✓ Coordinating reactive monitoring missions concerning States Parties from the region and participating in joint missions

- ✓ Drafting/supervising state of conservation reports for sites located in countries within the region

- ✓ Coordinating the production of national reports that are used as source material for regional periodic reports and drafting of the regional report

- ✓ Recording international assistance requests

- ✓ Providing support for States Parties from the region in raising extrabudgetary funding to finance conservation activities

- ✓ Implementing regional programmes/action plans based on decisions taken by the Committee in respect of periodic reports

- ✓ Coordinating the implementation of extrabudgetary projects on the spot;

- ✓ Organizing training within the scope of the Centre's global training strategy and regional programmes

- ✓ Drafting articles and content for publication by the WHC.

- **2) Tasks directly related to UNESCO programmes and initiatives**

- ✓ Participating in regional meetings/forums at the invitation of States Parties or as part of delegations representing the Director of the Centre, the ADG of the Culture Sector or the Director-General of UNESCO

- ✓ Producing reports, debriefings and other documents requested by the Director of the Centre, the ADG of the Culture Sector or the Director-General of UNESCO

- ✓ Providing support to field offices

- ✓ Managing costs

- ✓ Reporting within the C/5 framework

- ✓ Participating in intersectoral projects.

- ■ 3) Administrative tasks

- ✓ Preparing contracts, keeping vouchers and invoices for mission-related expenditure, etc.

- ✓ Managing personnel (rationale for renewing contracts, leave monitoring, etc.).

Each regional desk chief also has specific responsibilities for various missions assigned to the WHC: handling contracts with Advisory Bodies, focal point for conventions, managing a France-UNESCO Cooperation Agreement team, focal point for state of conservation reports, etc.

The following table provides a summary of the key characteristics of each regional desk in terms of the features of the region, specific missions carried out and its internal organization.

Key features of the different regional desks

Regional desk	Africa	North America and Europe	Latin America and the Carribeans	Asia and the Pacific (2 units)	Arab States
Key figures	Number of States Parties : 43 Number of States Parties with a property on the List : 26 Number of sites on the List : 70 6 people (februar 07)	Number of States Parties : 50 Number of States Parties with a property on the List : 48 Number of sites on the List : 414 7 people (februar 07)	Number of States Parties : 32 Number of States Parties with a property on the List : 25 Number of sites on the List : 116 8 people (februar 07)	Number of States Parties : 40 Number of States Parties with a property on the List : 25 Number of sites on the List : 167 17 people (februar 07)	Number of States Parties : 18 Number of States Parties with a property on the List : 15 Number of sites on the List : 63 6 people (februar 07)
Specificities of the region	- Lack of use of technologies for information and communication (équipments, capacities) - Important issues on conservation of properties (12 sites on the List of the World Heritage in Danger, ie 1/3 of the properties inscribed on this list)	- Section with the greatest number of properties on the WH List (50%) - Huge amount of mails, phone calls, e-mails received - Frequent requests/ invitations by States Parties to take part to meetings, studies, visits on sites	- Significant turnover of head of section in the last 3 years - Former staff of the WHC in charge of the regional office for culture in Havana	- Contrainsts due to climate for the planning of missions on sites - Former Deputy Director of the WHC in charge of a field office in India	- Significant turnover of interlocutors within the States Parties of the region - Lack of information on former insciption of properties (without tentative lists) - Former programme specialist of the Centre at the Teheran office
Exemples of specific activities/ tasks carried out by the desk	- Earthern architecture Programme - Implementation of the African World Heritage Foundation - Priority given to inscription of properties P : 5 thematic and regional meetings since 2005 in order to promote inscription of new sites - After the transfer of the team in charge of Tangible Heritage of the Cultural heritage Division, the Section was transfered 4 conservation campaigns	- Melina Mercouri Price - Participation Programme - Programme Cities - Astronomy and World heritage initiative - Main coordinator of reflexions on the implementation of the Convention (ex : reflexion on the buffer zones)	- Supervision of the France-Unesco Convention team - Management of contracts with ICOMOS	- Management of contracts with ICCROM - Focal point for SOC of cultural properties on the List - Significant time dedicated to conservation campaigns and specific projects by people of these units	- Focal point for SOC of cultural sites on the List of World Heritage in Danger
Specificities in terms of organization	- A P4 programme specialist attached to the Deputy Director to assist him with the coordination of natural heritage matters is also the responsible officer for 3 projects in Africa (in DRC, the Congo Basin and Madagascar). He is assisted by one associate expert seconded from Belgium and one P3 supernumerary.	- Almost no Field officies to rely on - Pilot for dematerialized working procedures (eg: periodic reporting with on-line questionaires) and use of TIC (eg: in-house software to deal with mail) - The section centralizes institutional memory	- Part of the team is dedicated to the Spanish Funds-in-trust (3 people) - Organizational issues - Significant turnover of head of section in the last 3 years - The natural heritage programme specialist in the East Asia and Pacific Unit is in charge of a project in the Caribbean (LAC), and some of the projects managed by the programme specialist nature LAC is also dealing with pilot activities in the different countries.	- 2 units, and for the South and Central Asia Unit, a majority of the team member are former staff of the Cultural Heritage division	- No experts in Natural Heritage - No arabic-speaker

☑ **NON-GEOGRAPHIC SECTIONS AND UNITS: COMMUNICATION, EDUCATION AND PARTNERSHIP SECTION, ADMINISTRATIVE UNIT, AND POLICY AND STATUTORY IMPLEMENTATION SECTION**

Key features of the different non-geographic sections and units

Unit / Section	CEP					POL	AO
	IMS	PACT	PPE	Sustainable tourism	Unesco-Universities Forum	POL	AO
Headcount	- 4 people +1 consultant - No fix posts	- 4 people out of which 1 fix post - All personnel costs financed by extrabudgetray funds	- 4 people out of which 1 fix post	- 2 people out of which one fix post (transfer of an existing Unesco post to the WHC)	- 2 people in fix posts	- 8 people out of which 2 fix posts	- 6 people out of which 5 fix posts
Organizational specificities	- Recent gathering of these units within a Section (CEP) - Small units - Lack of established coordination process of work plans between the section and the regional desks					- Unit dedicated to the Secretariat to the Convention as far as the registration of Nominations, the management of Statutory Documentation, the coordination of the organization of statutory meetings (including coordination of documents) are concerned	- In the 31st october 2005 Memo of the ADG/ODG it is underlined that the DG wants the Administrative Unit of the Culture Sector to be fully responsible for the whole Culture Sector, CPM included and that ways and means of relevant coordination must be defined - Internal organization based on segregation of tasks within every process the unit is in charge of
Findings	- Success in improving the web site and the overall performance of in-house tools developped - Lack of Défaut schéma de développement informatique pluriannuel validé par le Comité (importance des "sollicitations ponctuelles", mode réactif) - Lack of computer/IT skills within the WHC (leading to a significative amount of time spent on technical assistance to the personnel, time-consuming re-formating of documents, etc.)	- Lack of comprehensive strategy and priorities for the establishment of private and public partnerships - Lack of visibility of the activities carried out by this unit toward other units and sections of the WHC - Need for centralizing information and on-going monitoring of extrabudgetray resources available	- Difficulties in getting information on a regular basis - Limited involvment of the Committee as far as the strategy for publications is concerned	- Lack of coordination process between this programme and the desks - Only unit dedicated to a thematic cross-cutting programme, other thematic programme being coordinated by programme specialists within regional desks - The 5-year strategy/ work plan designed by the responsible of the Tourism programme hasn't been submitted to the Committee	- Lack of coordination between this programme and regional desks	- Difficulties in managing the workload during the year - No documentation centre and difficulties in managing "institutional memory" - Reflexion to be conducted on the match between professional backgrounds of professionals of the team and activities carried out	- Difficulties explained by the lack of clarified procedures and unclear definition of administrative flexibility given to the Centre - Difficulties in being considered as a facilitator for other units and sections with an increasing number of conflictual situations

C. Description of changes in terms of headcount and skills

☑ **A THREEFOLD INCREASE IN HEADCOUNT**

▪ **An increase in the number of professionals working in the Centre ("programme specialists")...**

People working at the Centre belong to a number of different categories: Directors (D), programme specialists (P), General Service staff (G):

✓ Junior professionals (grade P-1/P-2) involved in implementing programmes and projects

✓ Middle-ranking professionals (grade P-3/P-4) in charge of small teams

✓ Management professionals (grades P-5 and D), who are the section and unit chiefs directly involved in preparing and implementing the organization's strategy and in budgetary management.

✓ General Services staff (G): the assistants and technicians (particularly IT technicians)

The G:P ratio has fallen from 0.6 "G" for every one "P" in 2000 to 0.3. Thus, the increase in headcount has mainly been among professional-category staff.

**Change in headcount by grade between 2000 and 2006**

	WHC Staff 31 October 2000 (Source : WHC-2000/CONF.204/15)	World Heritage Centre Staff 2006 (Source : Table by AO Unit)	Change
D	3	2	-1
Total D	**3**	**2**	**-1**
P5	4	3	-1
P4	2	9	+7
P3	8	19	+11
P2	9	17	+8
P1	-	18	+18
Total P	**23**	**66**	**+43**
G7	-	2	+2
G6	2	3	+1
G5	2	7	+5
G4	8	5	-3
G3	-	2	+2
Total G	**12**	**19**	**+7**
Total	**38**	**87**	**+49**

	Total	Permanent posts	Temporary	Super-numerary	Associate expert/ Secondment	Consultant/ Fee contract	% Staff
P5/D	**5**	5	-	-	-	-	100%
P3/P4	**28**	14	4	8		2	50%
P1/P2	**35**	6	3	12	8	6	**17%**
G	**19**	13	3	2		1	68%
	87	**38**	**10**	**22**	**8**	**9**	**44%**

General Service staff (category G) make up 24% of headcount (19 people). They comprise:

✓ Senior administrative assistants and administrative assistants for the units/sections: 12 administrative assistants;

✓ Administrative unit staff in charge of handling contracts, invoices, travel, etc.: 4 people;

✓ A clerk in charge of logistics for statutory meetings who reports to the Policy and Statutory Implementation Section (POL);

✓ An assistant responsible for looking after the Spanish funds-in-trust;

✓ An IT technician;

✓ One person looking after the "World Heritage in Young Hands" project.

▪ **...coupled with significant turnover since 2000**

Only 13 people of the 31 people who worked at the WHC in 2000 were still working there in 2006:

✓ The Director;

✓ The unit administrative assistants and a clerk;

✓ Four programme specialists from the now defunct Nature Section: two had been appointed as Section Chiefs (Ms Mechtild Rössler, Ms Elizabeth Wangari) and two were looking after extrabudgetary projects: one for Sustainable Tourism (Mr Arthur Pedersen) and one reporting to the Director's office (Ms Yvette Kaboza);

✓ Two professionals from the old Documentation Section (PBD): one had joined the Partnerships Unit while the other had become Chief of the Promotion, Publications and Education Unit;

✓ One programme specialist working in a regional section;

✓ The person responsible for managing nomination dossiers and tentative lists within POL (who had previously been on a supernumerary contract and was now a temporary member of staff).

- **The number of people working in the Centre has been increased by recourse to fixed-term employment contracts ...**

The following organization chart gives an idea of the range of different statuses co-existing within the Centre and the significant proportion of employees on fixed-term employment contracts:

Organizational Chart of World Heritage Centre on the 15 of February 2007 (all status)

Director	
F. Bandarin	
Shama Chokkam S	
Deputy Director	
K. Rao	
D. Ribeiro	

Nada Al Hassan

Ron Van Oers
S. Haraguchi

Guy Debonnet
Yvette Kaboza
Cedric Hance
JC Lefeuvre*

Legend

Staff (bold : chief)
Temporary
surnum
Associate expert
Consultants
*ALD
Assistants/secretaire s

Africa	South and central Asia	East Asia and the Pacific	Arab States	North America and Europe	Latin America and the Carribean	CEP	POL	AO
Elizabeth Wangari	**Francis Childe**	**G. Boccardi**	**V. Dauge**	**M. Rossler**	**Jim Williams**	**Christian**	**Anne Lemaistre**	**Carlos Romero**
Lazare Eloundou	*Zohra Ndiaye*	*Lise Sellem*	*Marianne Raabe*	*Christine Delsol*	*Margarita Gonzalez*	*Barbara Blanchard*	David Martel P	Mariam Amijee
	Junko Okahashi	Feng Jing	Mounira Baccar	A. Sidorenko-D	Alcira Sandoval-			Peggy Chaillier
L. Diagne		Junhi Han		Junaid Sorosh	Marc Patry	A. Capello	Anna Ferchaud	Nathalie Valanchon
L. Maziz	S. Finke		F. Miglioli				L. Folin Calabi	Claire Servoz
N. Thiam	R. Lin	F. Ichihara	E. Dupont	A. Tzigounaki	Nuria Sanz		R. Veillon	
J. Weydt	WC. Soo	Y. Kyung Yoon	N. Radwan	C. Fuchs	MP Fernandez		A. Balsamo	N. Glodean
	A Sayn-Witt	C. Garcia-Saez		K. Manz	N.Taylor		L. Janikova	
	S. Zannier	A. Tabbasum			S. Ripley		A. Borchi	
		L. Campos						

France-Unesco
MN. Tournoux
E. Robert
A. Ardesi

	IMS	PACT	PPE	Sustainable tourism	Universities
A. Addison	E. Esquivel	L. Patchett	**Vesna Vujicic**	A.Pedersen	Marielle Richon
	F. Ferry	Joanna Sullivan	G. Doubleday	Hervé Barré	*Nathalie Gagnon*
	R. Mohammad	G.Hickey	C. Quin		
		F. Monnerie	S. Aouak		

The increase in headcount since 2000 has been based on the hiring of temporary staff. In 1998, 8 temporary positions funded by the World Heritage Fund were transformed into permanent positions funded by UNESCO's regular programme. No positions have

been created at the Centre since 1998: when a member of staff resigned, the budget allocated for a D1 position was maintained and used to finance two professional-category positions and one category G position. The increase in the number of staff in permanent positions is due to the transfer of posts to the Centre, frequently accompanied by a transfer of responsibilities (Universities forum, conservation campaigns, etc.).

Headcount by status: changes since 2000

Status	October-00	July-01	January-04	February-07	Evolution 2000/2007
	23	26	33	38	
Total fix staff posts	**23**	**26**	**33**	**38**	**+15**
Temporary status	1	1		12	
Supernumerary status	3	6	7	**23**	
Associate expert/ detached	6	6	10	6	
Consultant/Fee contract	3	**12**	**20**	11	
ALD				1	
Young professional		1			
Total fixed-term status	**13**	**26**	**37**	**53**	**+40**
Total headcount	**36**	**52**	**70**	**91**	**+55**

An analysis of the 38 permanent positions shows that the most stable positions are mainly:

✓ For category P staff: management positions/chiefs of sections or units

✓ For category G staff: administrative assistants and accounts staff

Thus certain key functions in the Centre are not stable: the IMS Unit and the Policy and Statutory Implementation Section, which is in charge of carrying out specific secretarial tasks for the Committee, and in particular handling nomination dossiers and tentative lists.

■ **...that have tended to last**

On average, temporary or supernumerary staff have been working at the Centre for 3.6 years.

Length-of-service distribution for temporary and supernumerary posts

Length of service of temporary and supernumerary staff
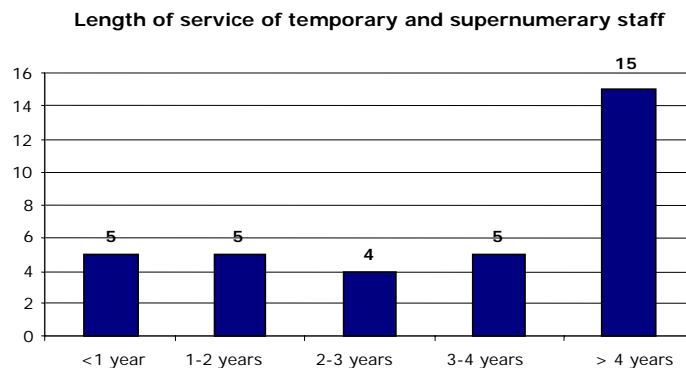
Nearly half of all temporary staff has been working at the Centre for four years. Many have taken the intern-consultant-supernumerary-temporary staff route or a simpler consultant-temporary staff route.

It would appear that the use of such contracts is not suited to the long-term nature of most activities carried out by the staff in question and generates a significant workload in terms of requests for contract renewals, internal negotiations and the dealings with the various bodies involved in the process. The section chiefs estimate that up to 20% of their time is taken up with staff administration issues.

In effect:

✓ the employment contracts of supernumerary staff are drawn up for three-month periods in accordance with UNESCO's administrative guidelines. Each renewal requires a special request for a derogation;

✓ temporary employment contracts do not require the approval of an Advisory Board on Individual Personnel Matters (PAB) when they are of less than six months duration. In practice, contracts are drawn up and then extended for periods of under six months.
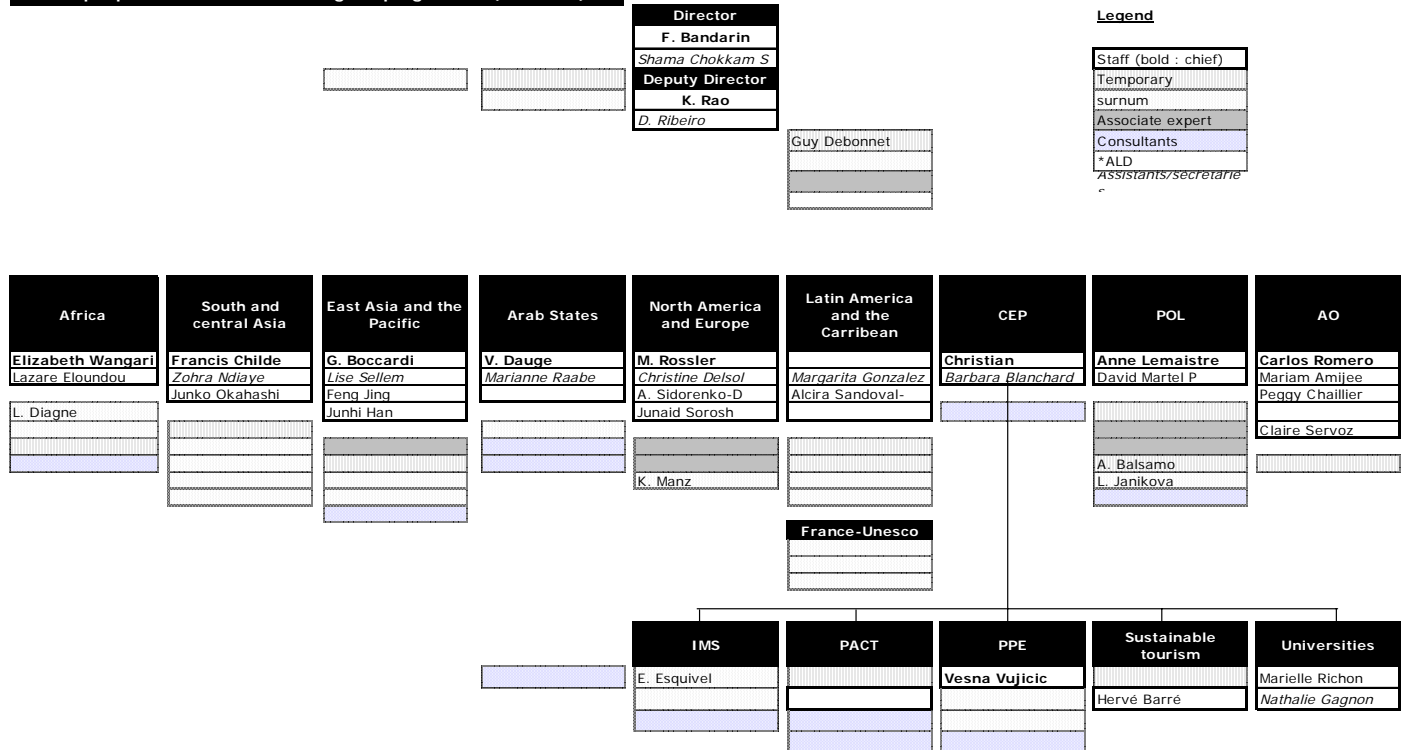

- **Increases in headcount have been facilitated by the use of extrabudgetary resources**

It would appear that the Centre relies heavily on extrabudgetary funding to finance both staff costs and its activities (for the 2006-2007 biennium, 50% of WHC staff costs are met out of extrabudgetary funds).

The following organization chart gives an idea of what the Centre's structure would look like if only personnel funded by the regular programme were taken into account.

WHC organization chart showing only staff paid out of the regular programme

Organizational Chart of World Heritage Centre on the 15 of February 2007 of people financed under the regular programme (all status)

Director
F. Bandarin
Shama Chokkam S
Deputy Director
K. Rao
D. Ribeiro

Guy Debonnet

Legend

Staff (bold : chief)
Temporary
surnum
Associate expert
Consultants
*ALD
Assistants/secretaries

Africa	South and central Asia	East Asia and the Pacific	Arab States	North America and Europe	Latin America and the Carribean	CEP	POL	AO
Elizabeth Wangari	**Francis Childe**	**G. Boccardi**	**V. Dauge**	**M. Rossler**	*Margarita Gonzalez*	**Christian**	**Anne Lemaistre**	**Carlos Romero**
Lazare Eloundou	*Zohra Ndiaye*	*Lise Sellem*	*Marianne Raabe*	*Christine Delsol*	Alcira Sandoval-	*Barbara Blanchard*	David Martel P	Mariam Amijee
	Junko Okahashi	Feng Jing		A. Sidorenko-D				Peggy Chaillier
L. Diagne		Junhi Han		Junaid Sorosh				
								Claire Servoz
							A. Balsamo	
				K. Manz			L. Janikova	

France-Unesco

IMS	PACT	PPE	Sustainable tourism	Universities
E. Esquivel		**Vesna Vujicic**	Hervé Barré	Marielle Richon
				Nathalie Gagnon

☑ **A LARGE PROPORTION OF FRENCH NATIONALS AND EMPLOYEES FROM WESTERN EUROPEAN COUNTRIES**

**WHC headcount and permanent posts by nationality**
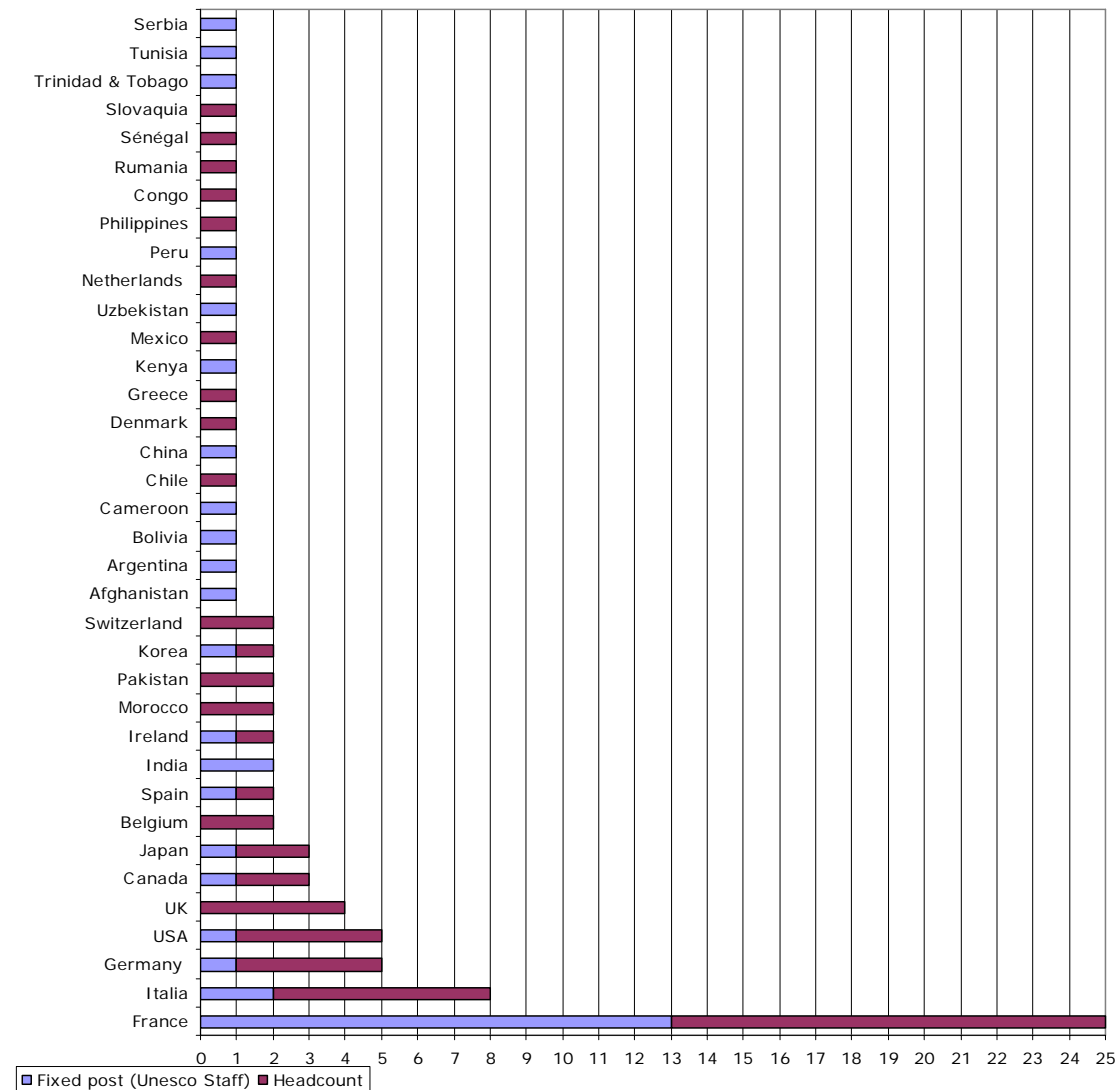
☑ **EXPERTS RATHER THAN PROJECT OR OTHER MANAGERS**

  ▪ **In the regional sections**

  All of the WHC's programme specialists have access to initial training in natural and cultural heritage and even expert training. Profile analysis carried out by the WHC is based primarily on natural/cultural heritage criteria and by thematic specialization within those areas. Taking these criteria, we find the following:

  ✓ predominance of cultural-heritage over natural-heritage professionals. Of the staff (all types of contract) in the Director's office and the 5 regional desks (therefore excluding CEP, POL and AO) there are 32 cultural-heritage specialists as against 8 natural-heritage specialists. For permanent posts, there are 12 cultural-heritage specialists as against 4 natural-heritage specialists. It should nevertheless be noted that the chiefs of the Europe Section and the Africa Section are natural-heritage experts who used to work in the Nature Section;

  ✓ a shortage of natural-heritage specialists within the Arab States Section;

  ✓ efforts at management level to balance the number of natural/cultural heritage specialists with a Director who is specialized in cultural heritage and a Deputy Director specialized in natural heritage.

  However, it would appear that a skills profile analysis of the WHC taking into account only these criteria is too restrictive in terms of the range of activities conducted by the WHC. The projects carried out and the missions assigned to certain professionals require a more comprehensive approach to skills profiling: managerial experience and team management, international project managers, fundraising experts, etc.

☑ **A LACK OF HUMAN RESOURCES AND SKILLS PLANNING**

  ▪ Job descriptions are individualized and are currently being updated. This task is made more difficult in that it gives rise to specific expectations among WHC personnel who have a significant amount of responsibility, not always reflected in their grade (job descriptions are used as a potential vehicle for promotion or particular demands).

  ▪ The lack of human resource planning is especially obvious in light of the forthcoming retirements of two chiefs of section and the need to reflect on the skills required to ensure a smooth transition. There seems to be inadequate planning for staff

turnover/replacement, which seems to be outside the control of the WHC management

- Lastly, there is no multi-annual training strategy and insufficient training is provided for new arrivals:

✓ The training sessions organized by UNESCO's central services are not open to all staff (access is granted according to type of employment contract), whereas tasks are entrusted to WHC staff regardless of what type of contract they have, workplace tools are shared by all, etc.;

✓ in-house training (mainly IT training) is relatively infrequent. Insufficient priority is given to such training and there is no overall training plan devised by chiefs of sections, etc.;

✓ informal and formal training sessions have been organized for junior staff on Convention implementation, but there is no systematic, formally organized training (with a specific training kit) in relation to the Convention and its implementation by the WHC that would enable new arrivals to become operational in a very short time and enhance compliance with current procedures. Administrative personnel and professionals who have worked for the WHC for a number of years act as the "institutional memory" for procedural issues and are frequently asked to explain the procedures to be followed, formats to be used, etc.;

✓ there is no internal monitoring of training received by staff members that would make it possible for the WHC to map skills and identify needs for each section/unit in order to formulate a long-term training strategy.

- Nevertheless, the need for the following training within the WHC is almost universally recognized:

✓ IT training

✓ Training on FABS software and internal UNESCO procedures

✓ Training on the procedures involved in implementing the Convention

D. Matching resources to missions

☑ **APPRAISAL WITH WHC OUTPUT IN RELATION TO RESOURCES ALLOCATED**

Although the management audit has not dealt directly with the quality of the WHC's work, the questionnaire sent to 85 recipients in December 2006 covered conditions and resources for implementing the Centre's missions (25 replies were received and analysed). This appraisal was also conducted through individual interviews with the Centre's partners inside UNESCO (Culture Sector, Social Sciences Sector, field offices) and outside (members of the World Heritage Committee, Advisory Bodies, donors, NGOs).

Generally speaking, those interviewed or who replied to the questionnaire were very concerned about whether the Centre would be able to take on an additional workload, especially in terms of human resources, since for a number of years the increase in workload had been absorbed through the Centre's productivity gains, without teams having been able to recruit in proportion to their increased activities.

While the various players stressed the quality of the work and the expertise of their partners in the Centre, they regretted that their availability was often limited by the day-to-day workload and travel away from the Centre. This view was confirmed by the considerable turnover inside teams, entailing ups and downs in the handling of partnership relations.

More specifically, the quality of the Centre's work was stressed regarding its management of the website, which made available a wealth of easily accessible up-to-date information. Development of the Centre's website, once the CEP office had been set up, provided an important tool of communication and information with regard to both the general public and partners. In addition, the responsiveness of the Centre's staff came in for praise by those who replied to the questionnaire. The WHC was very highly rated in terms of responsiveness (76% of those questioned claimed to be satisfied). As for change, 40% of those questioned thought that there had been significant improvements since 2000 in terms of responsiveness, the field offices being most highly rated with a satisfaction rate of over 60%.

Furthermore, the Centre's partners (donors, NGOs, etc.) pointed to excellent working relations with the WHC as a whole but wished for greater recognition from UNESCO supervisory bodies, when these partners provide a very significant part of the funding for WHC activities.

Despite these positive points, an analysis of the replies to the questionnaire has revealed the potential for improvement in the processes of protecting and conserving properties and sites. These areas for improvement are directly associated with management of the Centre's resources. Thus the respondees suggested the possibility of more training activities for site managers: 72% of those questioned agreed that such activities were relevant but that there were not enough of them at present.

In addition, those replying to the questionnaire were worried about a potential shortage of resources for the Centre. In their opinion, such a shortage would compromise systematic and exhaustive treatment of all the problems raised in the periodic reports. Although the present situation was rated positively on the whole, a very large majority of the persons replying to the questionnaire (75%) felt that the problem was a recurrent one and had not changed appreciably since 2000.

Lastly, the replies to the questionnaire emphasized that the efforts to mobilize and decentralize funds might be one possible area of improvement (mainly on the part of field offices). A third of those questioned thought that the field offices' resources were inadequate for their responsibilities.

The information thus gathered was then set against a factual analysis of work processes and resources used.

☑ **APPRAISAL OF THE MATCH BETWEEN HUMAN RESOURCES AVAILABLE AND THE WHC'S MISSION**

This match must be measured in terms not only of the number of WHC staff but also of the type of contracts used.

- Virtually all the tasks carried out require a stable workforce

An analysis of the individual processes used by the WHC distinguished between the following activities:

✓ **Long-term activities, recurring every year, that relate to implementation of the Convention and require permanent posts:**

  ✓ Tentative lists

- ✓ Inscriptions
- ✓ Secretariat for statutory meetings
- ✓ All back-office tasks: administration, information system management
- ✓ Recurrent publications
- ✓ Information and advice for States Parties
- ✓ Extrabudgetary fundraising

- ✓ **Fixed-term activities, requested by the Committee or UNESCO, whose implementation requires professionals to be used only for a set period of time, but which must be supervised by an experienced professional in a stable post in order to ensure continuity in relations with the State Party or to ensure the necessary expertise in the Convention:**

- ✓ Reactive monitoring missions and reports
- ✓ Implementation of thematic programmes
- ✓ Conservation programmes
- ✓ Specific publications
- ✓ Retrospective inventory

Analysis of the workload of the WHC shows that it is set to increase because of:

- ✓ the growth in the number of properties listed, together with regional readjustments entailing inscription of properties with greater conservation problems;
- ✓ proliferation of thematic issues as a way to promote implementation of the Convention;
- ✓ growing demands from the Committee in terms of quality and information;
- ✓ growing demand for information from the general public, bound up with the success and reputation of the Convention (especially in Europe and North America).

This audit shows that the level of human resources currently available, and the allocation of these resources, is not sufficient to cope with the workload in the short term – at the present rate of activity – for a number of reasons:

- ✓ Acceptance of new projects or an increase in the number of properties and information requests will necessarily entail hiring extra staff or forsaking some other projects. At present, the additional human resources needed by the WHC to run an extrabudgetary project are inadequately budgeted, since donors are reluctant to devote significant funds to paying WHC staff as part of the funds-in-trust (13% unless otherwise indicated) is already retained for administrative expenses.

- ✓ The WHC's weekly workload in very intensive in terms of time. The Centre's commitment and efforts are universally acknowledged. In the long run, such intensive work can bring tensions. The recommendations put forward in this management audit are aimed at improving certain management and control processes, strengthening the WHC's administrative flexibility and allowing the WHC to cost and quantify its work in order in future to be able to apply for the corresponding resources on solid grounds. For example, the productivity gains arising from greater administrative flexibility in the matter of recruitment would free up time for chiefs of sections and units who currently spend some 20% of their time on renewing the contracts of supernumeraries and temporary staff, seeking answers to the shortage of human resources available, etc.

- ✓ The posts recently transferred do not meet the profiles requested by the WHC and have boosted the number of WHC posts without any posts having been created to perform the core function relating to the Convention, which has been a source of tension.

- ✓ Our analysis of human resources shows a substantial staff turnover at the WHC (it may be recalled that only 13 out of the 31 people at the WHC in 2000 were still there in November 2006). This turnover, which is closely connected with the type of contracts used by the WHC, is currently compromising its capacity to keep staff on the long-term tasks relating to implementation of the Convention. Generally speaking, it seems that staff stability is a token of quality in WHC teams, since the specific characteristics of the Convention require a period of training and the experience curve is steep. Moreover, the frequency with which partners (managers in the ministries in charge of heritage) change in the States Parties and the frequent renewal of the Committee (every two years) necessitates greater stability within the WHC to foster Convention "memory" and to promote continuity in the monitoring of properties and projects. While, as in any organization, the renewal of programme specialists is beneficial, the 2-year period (the maximum length of

fixed-term appointments) is too short to build on the experience the experience gained. Replacement of staff every 5 years would seem more appropriate.

This management audit cannot provide a detailed post-by-post analysis of workload; it can only cast some light on the situation within WHC sections or units.

- Contractual status uncorrelated with tasks: a source of instability and time-consuming administration for unit or section managers

We have noted use of staff without any special consideration of their contractual status: fixed-term staff are employed for long-term missions while permanent staff are used for extrabudgetary missions. Our audit found on several occasions that professionals had been recruited specifically for a particular extrabudgetary projects and had then been progressively used for statutory tasks (SOC reports) or long-term missions of several years or more. For example, one of the Centre's professionals began as manager of Italian funds-in-trust at the same time as the new finance and budget information system (FABS) was being rolled out. In due course, this professional being qualified, her contract was renewed and her work was complemented by reactive monitoring missions in Arab countries, monitoring of town-planning projects, monitoring of Yemen and monitoring of the plan of action for Jerusalem.

This versatility of professionals is universally appreciated and constitutes an important source of motivation. Nevertheless, staff costs cannot be allocated between the regular programme and extrabudgetary funds if there is no control of working time. Furthermore, temporary staff cannot aspire to be taken on permanently when their contracts finish. During their contracts with UNESCO, they are not considered to be UNESCO staff members. This is problematic for maintaining equity in terms of pay, staff training, etc.

- A shortage of posts funded by the regular programme to cover the missions of the secretariat described in the Guidelines

The regular programme currently insufficient to cover recurring missions, and WHC managers note human-resource tensions in virtually all sections and units. The regular programme must

in principle cover the costs of the Convention's secretariat. Yet, in the broad interpretation of WHC missions, all the tasks performed by staff would come under the prerogatives of the WHC as Secretariat of the Convention.

It may be recalled that the mission as "secretariat" is defined as follows in the Guidelines:

The Secretariat's main tasks are:

a) the organization of the meetings of the General Assembly and the Committee;

*b) **the implementation of decisions of the World Heritage Committee** and resolutions of the General Assembly and reporting to them on their execution;*

c) the receipt, registration, checking the completeness, archiving and transmission to the relevant Advisory Bodies of nominations to the World Heritage List;

d) the co-ordination of studies and activities as part of the Global Strategy for a Representative, Balanced and Credible World Heritage List;

e) the organization of Periodic Reporting and coordination of Reactive Monitoring;

f) the coordination of international assistance;

*g) **the mobilization of extra-budgetary resources for the conservation and management of World Heritage properties***;*

h) the assistance to States Parties in the implementation of the Committee's programmes and projects; and

i) the promotion of World Heritage and the Convention through the dissemination of information to States Parties, the Advisory Bodies and the general public.

Such an interpretation would require all staff costs to be covered by the regular programme (including, for example, staff in the PACT unit – cf. the description of the secretariat's missions above). It is therefore necessary to clarify funding arrangements, and the associated human resources, for each process.

- Analysis of work allocation by unit/section (excluding consultants)

This covers the main activities of staff (other than consultants) as at 15 February 2007, identified during interviews or through documents (employment contracts, job descriptions).

**Key**

- Dark grey (black-and-white printing)/ green (colour printing): Chief of section

- Light grey: Unit/Section administrative assistant

- (RP): Permanent post

Grade (type of contract)	Main activities

1. Africa Section

1 P-4 (RP) (personal P-5) E. Wangari	Chief of Section - Specific involvement in setting up the African World Heritage Fund
1 P-3 (RP)	- Coordinates general work in Central and Eastern Africa - In charge of specific projects: architecture, site conservation training programme and conservation programme in Mozambique
1 P-3 (Supernumerary)	- Promotion and conservation of sites already listed, together with assistance to States Parties in Central and Eastern Africa for inscription of natural sites
1 P-1 (Supernumerary)	- Project manager for Eastern and Southern Africa - Management of cross-cutting programmes
1 G-4 (Temporary)	_Administrative assistant_

The detailed table shows that:

✓ the Section has only two permanent posts, although the Africa region covers 43 States Parties, 70 properties on the World Heritage List and 12 properties on the List of World Heritage in Danger;

✓ the section is using supernumerary staff for activities that are long-term or that will last beyond the end of the supernumeraries' contracts.

It will therefore be necessary to create posts in order to cope with the section's workload (especially as, because they are underrepresented on the World Heritage List, African sites are covered by one of the Committee's strategic objectives).

A significant proportion of projects in Africa are run by programmes specialists who do not belong to the Africa Section but report directly to the Director's office.

The table below details the main activities of programmes specialists reporting to the Director's office and devoting some or all of their working time to projects in Africa.

P-4 (Temporary) G. Debonnet	- Management and coordination of UNF relations and projects - Fundraising for extrabudgetary natural-heritage projects - SOC for all natural sites on the List of World Heritage in Danger - Participation in reactive monitoring missions (ad hoc) - Implementation of a benchmark-study decision with the Chief of the Europe and North America Section - Involvement in implementing the climate change programme
P-3 (Supernumerary)	- Project management in Democratic Republic of the Congo with Guy Debonnet
P1/P2 (Associate expert, Belgium)	- Congo Programme (UNF)
P2 (ALD) /seconded to Libreville	- Facilitator for Forests of the Congo Basin
1 P-3 (Supernumerary)	- Management and monitoring of Axum project (Ethiopia) - Management and monitoring of Lalibela conservation plan (Ethiopia)

2. Central and South Asia Unit and East Asia and the Pacific Unit

Central and South Asia Unit

1 P-5 (RP) F. Childe	Chief of Unit

1 G-3 (RP)	- Administrative assistant
1 P-2 (RP)	- Focal point for Afghanistan and Nepal - Management of Bamiyan project - Coordination of Japanese funds-in-trust
P-2 (Associate expert)	- Management of conservation projects in Afghanistan - On-site activities, especially in cooperation with the Kabul and New Delhi field offices - Management of the International Coordination Committee for the Safeguarding of Afghanistan's Cultural Heritage (ICC) set up in 2002, organization of its meetings and implementation of its decisions - SOC in India
1 P-2 (Supernumerary)	- Convention focal point for 5 countries and preparation of briefings - Coordination for preparation of 3 serial inscriptions - Management of conservation projects in these countries - Management of safeguarding campaigns initiated by the Culture Division in Thailand and Turkey
1 P-1 (Supernumerary)	- Management of the regular-programme project to develop cultural and eco-tourism in the mountainous regions of Central and Southern Asia - SOC and focal point for Bhutan - Work on C5
1 P-1 (Supernumerary)	- Management of extrabudgetary projects in Pakistan (UNESCO, Japanese funds-in-trust) - SOC and contact for Bangladesh, Iran, Pakistan, Sri Lanka and the Maldives
1 P-1 (Supernumerary)	- Afghanistan project

East Asia/Pacific Unit

1 P-4 (RP) G. Boccardi	Chief of Unit - Coordination of cultural heritage SOC

	- Management of contract with ICCROM
1 G-4 (RP)	- Administrative assistant
1 P-3 (RP)	- Conservation projects in Laos and Vietnam - Focal point (Indonesia)
P-2 (RP)	- Preservation of the Koguryo tombs and wall paintings (Democratic People's Republic of Korea) and the frozen tombs of the Altai Mountains - Focal point for Cambodia, Laos and Vietnam
1 P-2 (Associate expert, Japan)	*Not audited*
Secondment (South Korea)	- Focal point for Myanmar - Asia action plan
P-4 (Supernumerary)	- Management of projects relating to Eastern Pacific seascapes (Costa Rica, Panama, Colombia and Ecuador) - Marine Programme
1 P-2 (Supernumerary)	- Focal point for Pacific - World Heritage - Pacific 2009 Programme

The table shows that:

- ✓ the two units together have 5 permanent professional-category posts;
- ✓ the units are using supernumerary staff for activities that are long-term or that will last beyond the end of the supernumeraries' contracts.

The planned merging of the two units should make it possible to pool certain resources. Both units have a heavy workload. It appears that professionals working on conservation projects spend a not inconsiderable amount of their working time looking for outside suppliers and service-providers – time which could be regained if a purchasing function was organized for a major-project team.

3. Arab States Section

1 P-4 (RP) V. Dauge	Chief of Section - Coordination of cultural-heritage SOC (List of WH in Danger)
1 G-6 (RP)	Administrative assistant
1 P-3 (FITOCA)	- Responsible for the Maghreb, both for the regular programme and for special projects
3 P-3 (Supernumerary)	- Italian funds-in-trust - Missions in Arab countries, town-planning projects, monitoring of Jerusalem plan of action - Focal point for Yemen

The table shows that:

- ✓ the section has a very limited number of staff;
- ✓ the section is using supernumerary staff for activities that are long-term or that will last beyond the end of the supernumeraries' contracts.

Interviews revealed that as much as 50% of the professionals' working time could be taken up with administrative matters. This high figure stems largely from a lack of uniformity in financial statements (no standard models) and vouchers to be provided.

Given the proliferation of extrabudgetary projects, the increase in requests for information (especially regarding state of conservation), the wish to promote the region's sites (strategic objective of rebalancing the World Heritage List), and the very specific geopolitical features of the region and of its sites in areas of instability (Jerusalem, Iraq, Lebanon, Iran, etc.), it would seem necessary to create new posts.

We should note that the fact that the professionals in the section do not have a sufficient command of Arabic (only one person is an Arabic speaker) may cause problems for their work and lead to additional time and money being spent on translation and interpreting.

4. Latin America Section

P-4 (FITOCA) J. Williams	Chief of Section
G-6 (RP)	- Administrative assistant
P-1 (RP)	- SOC in Latin America
P-3 (FITOCA)	- Management of UNF projects
P-3 (EXB – SP)	- Management of Spanish extrabudgetary funds
G-3 (EXB – Spain)	- Coordination of Spanish funds-in-trust
P-1 (Supernumerary)	- Spanish funds-in-trust
P-1 (Supernumerary, UK)	- UNF project management and fundraising

The table shows that the section's staff are to a large extent employed in managing Spanish funds-in-trust. A considerable turnover of Chiefs of Section over the past few years, together with the attachment of a natural-heritage expert whose projects are not automatically in Latin America, has made it hard to organize the section. But it seems in any case that its human resources are not enough to monitor implementation of the action plan for Latin America that followed periodic reporting.

5. Europe and North America Section

P-4 (RP) M. Rossler	Chief of Section - In charge of various thematic studies - Increased work relating to on-site missions / invitations from States Parties
G-5 (RP)	Administrative assistant
P-2 (RP)	- In charge of the Eastern region and the astronomical heritage sites project (Astronomy and World Heritage thematic initiative)
P-2 (RP)	- Focal point for Western Europe, the Baltic countries and Turkey
Secondment (Greece)	- Focal point for the Mediterranean region and South-Eastern Europe (around 10 countries)
P2 (Associate expert, Switzerland)	- Support for world heritage sites in the regions of Western Europe and Northern Europe (Nordic countries), and support for various projects within the section.
P-2 (Supernumerary)	- Work on specific projects (fundraising) and on the World Heritage Cities Programme

This section is the focal point for half the properties on the World Heritage List. The professionals are, moreover, constantly being approached to undertake on-site missions, participate in symposia, etc. The team is unable to cope with its workload, which requires a greater capability in the short term.

In conclusion, as far as this analysis of the regional desk is concerned, it would appear that the nature of activities varies between regions and that correlating the number of posts with the number of listed properties is too limited an approach for estimating human-resource needs. Analysis and allocation of resources by activity/process is the only reasonable way of identifying requirements for new posts.

A. Policy and Statutory Implementation Section (POL)

P-4 (RP) A. Lemaistre	- Chief of POL Section
G-5 (RP) D. Martel	- Logistical support for organization of statutory meetings - Management of document distribution, meeting rooms and internal logistics
G-4 (Temporary, awaiting a permanent post)	- Administrative assistant
P2 (Associate expert, Italy)	- Responsible for preparing statutory documents (centralization; standardization of documents produced by other sections and units; document production). During the Committee session, is involved in managing amendments and producing the report on Committee decisions. After the session, is involved in preparing the summary record and organizing statutory meetings (documents and logistics).
P2 (Associate expert, France)	- Responsible for preparing statutory documents (centralization; standardization of documents produced by other sections and units; document production). During the Committee session, is involved in managing amendments and producing the report on Committee decisions. After the session, is involved in preparing the summary record and organizing statutory meetings (documents and logistics).
P1 (Temporary)	- Management of nomination dossiers and tentative lists (Centre's Documentation Centre) - Support for SPs in preparing their dossiers, official reception of nomination dossiers in due form (digitization if necessary) and of additional information sent during the review period before transmission of the dossier to the Advisory Bodies. In coordination with the Advisory Bodies, is responsible for preparation of the working document for the Committee regarding nominations and for accurate drafting of the final decisions concerning nominations and tentative lists.
P1 (Supernumerary)	- Nominations and tentative lists

The main problem found was a significant rise in workload subsequent to:

- ✓ an "automatic" increase in decisions concerning state of conservation (decision at Durban session),
- ✓ an increase in the information sent by States Parties in their nomination dossiers,
- ✓ the content requirements for final reports of Committee sessions (full record to be transcribed).

We also noted that the professionals employed on certain secretariat/logistical tasks were somewhat overqualified and that most members of the section did not have stable contracts.

Analysis of the tasks performed (long-term, central to the Convention) indicates that new posts must be created and the workforce stabilized.

The creation of a special post seems necessary to strengthen the knowledge-management function, given the existing workload of professionals in the section and the special qualifications needed for the post.

B. Communication, Education and Partnerships Section

P-4 (RP) C. Manhart	- Chief of CEP Section
G-5 (RP)	- Assistance with publications - Work on image bank
P1 (Supernumerary)	IMS - Website and applications development - Management of computer equipment and assistance to WHC staff

G-4 (Supernumerary)	IMS - Website and applications development - Management of computer equipment and assistance to WHC staff
P3 (Temporary)	PACT - Fundraising and contract management
P2 (FITOCA)	PACT - Emblem management - Fundraising and contract management
P3 (Consultant)	PACT - Partnership management and partnership project development
P-3 (RP)	PPE - In charge of publications
P3 (Supernumerary)	PPE - World Heritage Review and other publications
G-5 (Supernumerary)	PPE - World Heritage in Young Hands Programme
P-4 (EXB-UNF)	Tourism - Tourism Programme
P-3 (RP)	Universities - In charge of Universities Forum
G-5 (RP)	- Administrative assistant

Apart from the tourism team, whose workload seems to be under control, all the other teams are under pressure (increase in number of projects, growth in partnerships, a revamped participation strategy, more digitized project management, etc.).

Creation of new posts in all teams seems justified in view of the workload undertaken. As mentioned elsewhere, one stable strategic function is lacking within the WHC: an information system team. Two permanent posts seem necessary.

5.2.2 Review of WHC's internal management

A. Work management and coordination procedures

☑ **A LARGE DEGREE OF AUTONOMY IN THE SECTIONS AND UNITS IN TERMS OF PLANNING AND CARRYING OUT THEIR ACTIVITIES**

▪ **Operating procedures are constantly changing and these changes are not reflected in written procedures**

It would appear that even though the Convention and its Operating Guidelines define the Centre's role, no internal procedural guidelines have been drawn up to indicate how its various tasks should be carried out. The management of international assistance is a good case in point: the relevant procedures have been developed on the ground and no written guidelines have ever been prepared. There is no consolidated, user-friendly and updated document (Centre procedures manual) setting out/describing roles, responsibilities and the tools to be used from drafting assistance requests through to execution. This dearth of formal procedures has given rise to a wide range of practices within the WHC. Thus in spite of standard formats for "SOC letters" and "international mission reports", etc., practices differ widely from one section to another.

This is due to:

✓ a lack of awareness of the importance of using standard formats and the lack of accountability (absence of structured training for new arrivals, absence of any recognized formal "quality control" function for the Centre as a whole);

✓ insufficient transmission and communication of specific tools: a format was agreed in conjunction with the Advisory Bodies for the international mission reports requested by the Committee, but a large number of programme specialists are unaware of it or fail to use it;

✓ there is no quality manager in charge of centralizing formats/procedures and verifying that they are actually used;

This lack of formal written procedures gives rise to:

✓ widely differing practices in different sections, thus exacerbating the staff turnover rate at the Centre;

✓ informal reliance on a small number of people familiar with institutional guidelines and procedures;

✓ problems building databases and processing documents produced and received by the IT department.

■ **Specific duties and responsibilities entrusted to certain programme specialists (whatever their status)**

Responsibility for implementing the Committee's decisions is entrusted to programme specialists by the Director on the basis on their skills and the countries behind the decision (a programme originating from a European country will most likely be entrusted to the Europe and North America Section).

So far there have been no clearly identified coordination or planning meetings bringing together chiefs of sections and the Director on a scheduled basis and allowing an internal assessment of the annual workload, the trade-offs to be made and the basis for allocating work between sections. Only a post-Committee briefing is organized for the entire Centre each September following the Committee session. The lack of coordination, arbitration and concerted planning at Centre level for the workload and the allocation of work is a shortcoming in the day-to-day running of the Centre.

The following organization charts give an idea of the approach used to allocate responsibilities for three key processes: coordination of thematic programmes and initiatives, coordination of state of conservation reports, and funds-in-trust management.

✓ Thematic programmes and initiatives

It appears that responsibility for thematic programmes and initiatives is entrusted to programme specialists within the regional sections/units, and these programme report directly to the Director or Deputy Director or to a special-purpose unit (e.g. Tourism). The specialists in charge of the programmes/initiatives are supposed to take a cross-cutting approach, but this matrix structure is limited by:
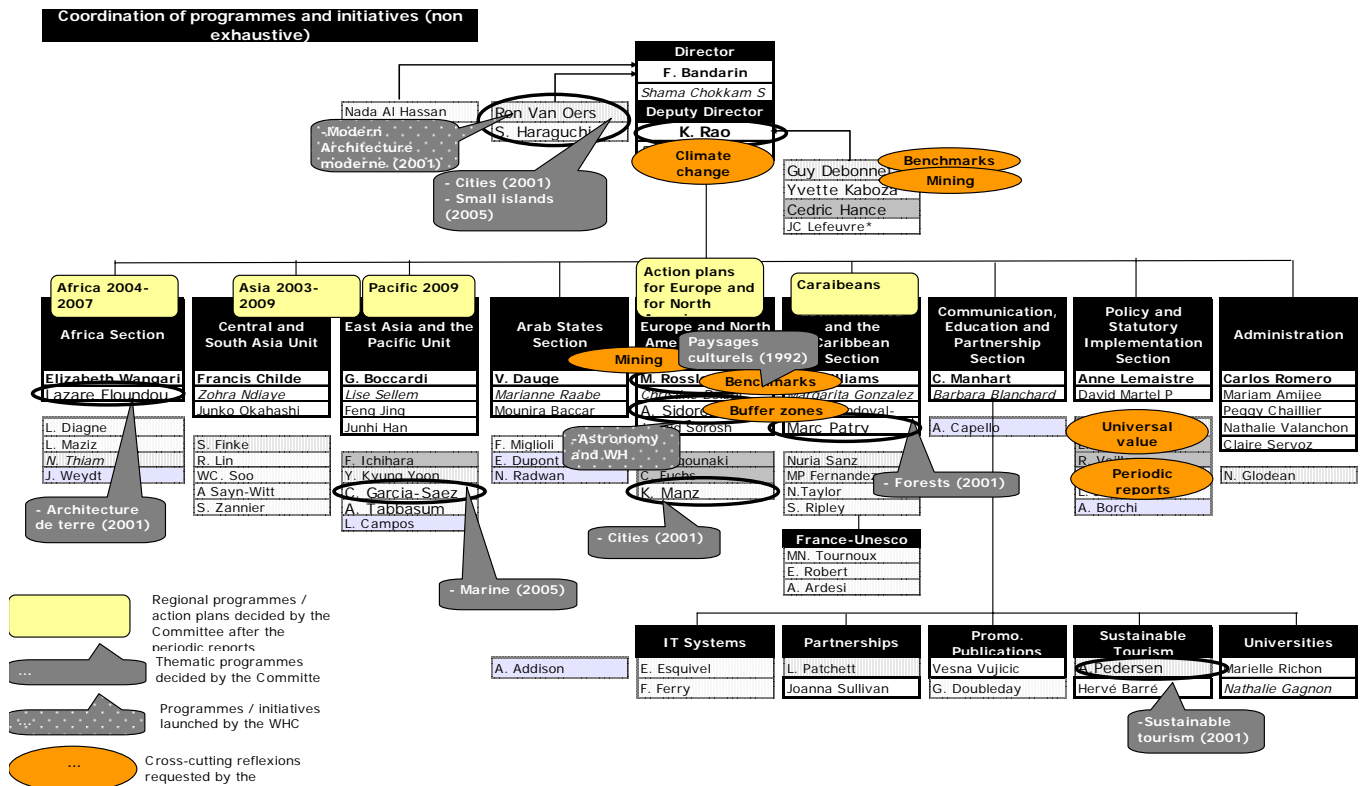
- the absence of clearly defined procedures for implementing it (coordinating and supervisory bodies);

- the absence of shared work plans and related scheduling to allow wider involvement of programme specialists;

- for certain initiatives, such as PACT, the lack of internal operating procedures and a shared vision of the scope of the initiative, limiting participation of and exchanges of information with programme specialists in the regional sections/units;

- the lack of credit/recognition for participation in cross-cutting projects even though they represent an additional burden for the programme specialists.

Allocation of tasks within the WHC for management of programmes and initiatives (non-exhaustive) [2]

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[2] The initiatives, programmes and reflection years to be coordinated are not shown in full; all programmes requested by C/5 and entrusted to the WHC, such as the "Young People's Participation in World Heritage Preservation and Promotion" special project, as well as conservation campaigns, the natural heritage strategy, etc., are not represented, since this chart is intended to illustrate the fragmented and multifarious nature of management for cross-cutting projects.
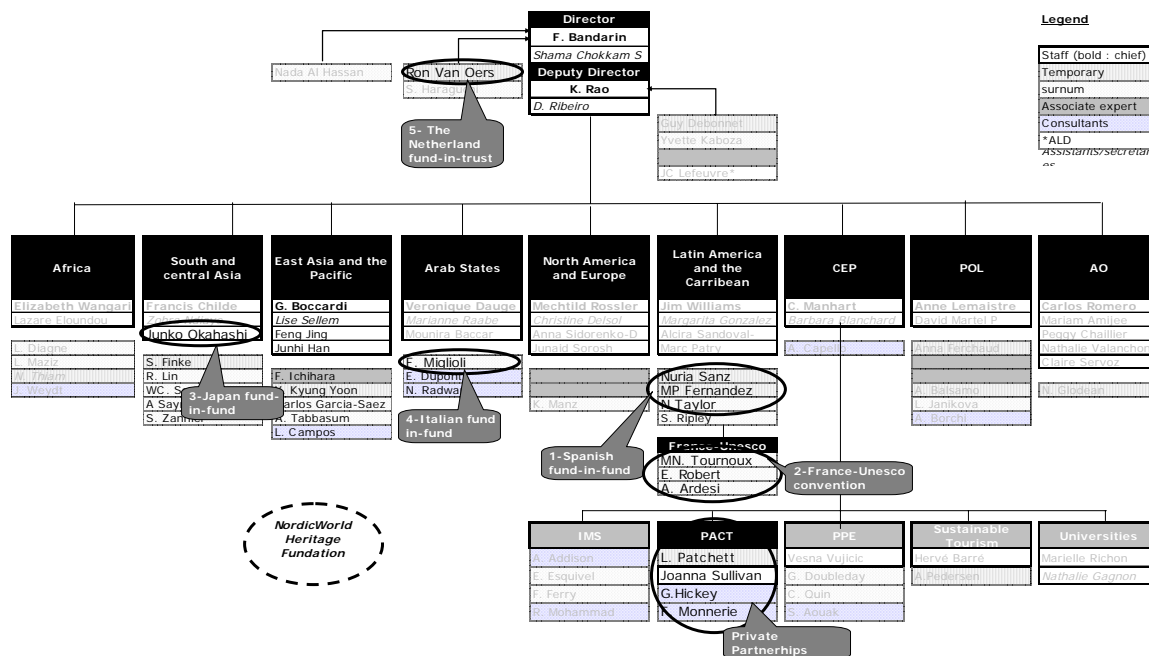
Coordination of programmes and initiatives (non exhaustive)

Director
F. Bandarin
Shama Chokkam S
Deputy Director
K. Rao

Nada Al Hassan
Ron Van Oers
S. Haraguchi

- Modern Architecture moderne (2001)
- Cities (2001)
- Small islands (2005)

Climate change

Guy Debonne
Yvette Kaboza
Cedric Hance
JC Lefeuvre*

Benchmarks
Mining

Africa 2004-2007
Africa Section
Elizabeth Wangari
Lazare Eloundou
L. Diagne
L. Maziz
N. Thiam
J. Weydt
- Architecture de terre (2001)

Asia 2003-2009
Central and South Asia Unit
Francis Childe
Zohra Ndiaye
Junko Okahashi
S. Finke
R. Lin
WC. Soo
A Sayn-Witt
S. Zannier

Pacific 2009
East Asia and the Pacific Unit
G. Boccardi
Lise Sellem
Feng Jing
Junhi Han
F. Ichihara
Y. Kyung Yoon
C. Garcia-Saez
A. Tabbasum
L. Campos
- Marine (2005)

Arab States Section
V. Dauge
Marianne Raabe
Mounira Baccar
F. Miglioli
E. Dupont
N. Radwan

Action plans for Europe and for North
Europe and North Ame...
M. Rossi
A. Sidor...
...Sorosh
...chounaki
C. Fuchs
K. Manz
Mining
Paysages culturels (1992)
Benchmarks
Buffer zones
- Astronomy and WH
- Cities (2001)

Caraibeans
...and the Caribbean Section
...Niams
...arita Gonzalez
...doval-
Marc Patry
Nuria Sanz
MP Fernandez
N.Taylor
S. Ripley
- Forests (2001)

France-Unesco
MN. Tournoux
E. Robert
A. Ardesi

Communication, Education and Partnership Section
C. Manhart
Barbara Blanchard
A. Capello

Policy and Statutory Implementation Section
Anne Lemaistre
David Martel P
Universal value
R. Veil...
A. Borchi
Periodic reports

Administration
Carlos Romero
Mariam Amijee
Peggy Chaillier
Nathalie Valanchon
Claire Servoz
N. Glodean

IT Systems
E. Esquivel
F. Ferry
A. Addison

Partnerships
L. Patchett
Joanna Sullivan

Promo. Publications
Vesna Vujicic
G. Doubleday

Sustainable Tourism
...Pedersen
Hervé Barré
- Sustainable tourism (2001)

Universities
Marielle Richon
Nathalie Gagnon

Regional programmes / action plans decided by the Committee after the periodic reports

Thematic programmes decided by the Committe

Programmes / initiatives launched by the WHC

Cross-cutting reflexions requested by the Committee

✓ Funds-in-trust management

It appears that responsibility for funds-in-trust is split within the WHC. The following diagram shows the people responsible for funds-in-trust made available by the States Parties. In the absence of any overall strategy for funds-in-trust management or for consolidating information, the different funds are managed autonomously, and it is not possible to identify any overall strategy or to map funds by type of project in a way that would be meaningful for programme specialists or persons from outside the WHC.

Allocation of tasks within the WHC for raising and managing funds-in-trust (non exhaustive)

Nada Al Hassan

Ron Van Oers

S. Haraguti

Director
F. Bandarin
Shama Chokkam S
Deputy Director
K. Rao
D. Ribeiro

5- The Netherland fund-in-trust

Guy Debonnet
Yvette Kaboza
JC Lefeuvre*

Legend

Staff (bold : chief)	
Temporary	
surnum	
Associate expert	
Consultants	
*ALD	
Assistants/secretari es	

Africa
Elizabeth Wangari
Lazare Eloundou
L. Diagne
L. Maziz
M. Thiam
I. Weydt

South and central Asia
Francis Childe
Junko Okahashi
S. Finke
R. Lin
WC. S
A Say
X. Tabbasum
S. Zanmer

3-Japan fund-in-fund

East Asia and the Pacific
G. Boccardi
Lise Sellem
Feng Jing
Junhi Han
F. Ichihara
S. Kyung Yoon
Carlos Garcia-Saez
X. Tabbasum
L. Campos

Arab States
Veronique Dauge
Marianne Raabe
Mounira Baccar
F. Miglioli
E. Dupont
N. Radwa

4-Italian fund in-fund

North America and Europe
Mechtild Rossler
Christine Delsol
Anna Sidorenko-D
Junaid Sorosh
K. Manz

Latin America and the Carribean
Jim Williams
Margarita Gonzalez
Alcira Sandoval-
Marc Patry
Nuria Sanz
MP Fernandez
N. Taylor
S. Ripley

1-Spanish fund-in-fund

France-Unesco
MN. Tournoux
E. Robert
A. Ardesi

2-France-Unesco convention

CEP
C. Manhart
Barbara Blanchard
A. Capela

POL
Anne Lemaistre
David Martel P
Anna Perchaud
A. Balsamo
J. Jankova
A. Borchi

AO
Carlos Romero
Mariam Amliee
Peggy Challier
Nathalie Valanchon
Claire Servoz
N. Glioldean

NordicWorld Heritage Fundation

IMS	PACT	PPE	Sustainable Tourism	Universities
A. Addison	L. Patchett	Vesna Vujicic	Hervé Barré	_Marielle Richon_
E. Esquivel	Joanna Sullivan	G. Doubleday	A. Pedersen	_Nathalie Gagnon_
F. Ferry	G.Hickey	C. Quin		
R. Mohammad	K. Monnerie	S. Aouak		

Private Partnerhips

- **An opportunity-based approach to work and management**

It appears that the overall strategy is open-ended and allows considerable latitude to the Centre itself – implementing the "4Cs" strategy[3] can encompass an extremely wide range of activities. Consequently, the development of programmes and themes tends to result from the pragmatic fit at a given moment between:

✓ a specific type of programme specialist in the Centre;

✓ a particular donor who is interested in a project;

✓ a decision by the Committee.

This "freedom of action" reflects a pragmatic approach and has frequently made it possible to develop programmes that have been acclaimed for their effectiveness and visibility. Nevertheless, too great a number of individual initiatives and projects

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[3] The following four objectives (known as the "4Cs"), contained in the Budapest Declaration, provide a strategic framework for implementing the Convention:
- Strengthening the **credibility** of the World Heritage Convention as a representative and geographically balanced testimony of cultural and natural properties of outstanding universal value;
- Ensuring the effective **conservation** of World Heritage properties;
- Promoting the development of effective **capacity** building measures;
- Increasing public awareness, involvement and support for World Heritage through **communication**.

adversely affects the clarity and consistency of the Centre's actions. Insufficient coordination and management upstream by the Centre has thus resulted in duplication between the work of the Centre's professionals and the Advisory Bodies (e.g. two separate publications on rock art – one by the Centre and the other by ICOMOS) and the abandoning of projects due to departure of the professionals who had started and run them.

- **The specific issue of management and coordination of "missions" by WHC programme specialists**

It appears that a large proportion of external actors interviewed claimed that "the professionals at the Centre are always travelling/on mission". This warrants an objective analysis of the missions/trips actually carried out by WHC staff in terms of their purpose, funding, duration, etc.

It is important to distinguish between:

- ✓ missions approved by the Committee, chiefly the "joint missions" carried out as part of reactive monitoring (approximately 35 per year);

- ✓ missions not formally decided by the Committee but deemed necessary by the Centre in order to implement its decisions: meetings to prepare periodic reports, participation in training seminars, etc.;

- ✓ missions requested by UNESCO governing bodies (approximately 15 per year for the Europe Section);

- ✓ missions related to implementation and follow-up of extrabudgetary projects and activities;

- ✓ missions involving fundraising or donor relations;

- ✓ invitations to seminars or conferences from States Parties, particularly for the Europe and North America Section and the Director of the Centre;

- ✓ missions related to cooperation with other Conventions;

- ✓ emergency missions related to an exceptional situation and which, by their very nature, cannot be planned for in advance.

At the present time, there is no consolidated data providing an overview of the importance of travel/trips as a proportion of the WHC's activity: breakdown of missions by type, cost, number of days away, etc. This illustrates the absence of key indicators

for monitoring the Centre's activity. Tulip, the software that handles employee leave/attendance is used only for temporary staff and employees in permanent positions and therefore does not track the work schedules of all staff. More generally, there is no procedure for monitoring the time spent by each employee on each type of activity.

Some information could be extracted from UNESCO SAP management software, but in the absence of exhaustive data, audit work was limited to the data available for certain professionals, which were not sufficient to permit an analysis.

☑ **THE "OPEN DOOR" POLICY EMPLOYED BY THE CENTRE'S MANAGEMENT IS USEFUL FOR DAY-TO-DAY ARBITRATION BUT THERE IS NO REAL FORMAL PROCEDURE FOR PROVIDING INFORMATION FOR AND DEALING WITH SECTION CHIEFS**

While the accessibility of the Centre's Director and Deputy Director was recognized by all WHC interviewees (bottom-up management style), trade-offs made and decisions taken were not necessarily communicated down the line (top-down communication). Some personal situations have led to short-term changes in the organization chart and supervisory responsibilities. The Centre's management has thus made changes to the organization chart that do not reflect work management principles but are rather solutions to specific personal situations.

☑ **INSUFFICIENT MANAGEMENT CONTROL AND A LACK OF WORK MANAGEMENT TOOLS**

▪ **The Centre has no tools for detailed tracking of its work or for monitoring implementation of the Committee's decisions**

While the Centre constantly stresses its need for greater resources (especially human resources), it does not provide any formal quantitative data to support these demands. However, such information is essential to support any request for an increase in resources.

We found that:

✓ No general quantitative data were presented reflecting the Centre's activity in terms of:

• Time spent by type of activity, and workload distribution by section/regional unit

- Number of hours worked per employee (over a twelve-month period, between two committee sessions, for example), by type of activity

- Number of letters/e-mails received and replies returned

- Contract amounts, number of contracts submitted for Committee approval, etc.

✓ The "WHC activity report" submitted annually to the Committee has been supplemented since 2003 by specific information on implementation of the Committee's decisions. This report covers only those activities that it deems significant but which are not mentioned in other documents presented to the Committee. It presents no quantitative or budgetary data.

✓ The decision monitoring tables presented could not be used in their present form (the table simply gives the decision reference code without stating the subject).

- **The Centre has no cost data for activities carried out and the information it provides gives no indication of its operating expenditure by expense category.**

✓ The management control function does not have the necessary tools.

✓ There is no "management control" culture even though the Committee appears to be making increasing demands in this area (information concerning full cost of missions and of organizing Committee sessions, monitoring of extrabudgetary resources, etc.).

✓ It is difficult to use the financial information provided as it is organized by activity themes and not by type of expense.

✓ Budget and expenditure guidelines are presented at the end of Committee sessions, i.e. after the Committee has deliberated on a number of very important issues without being able to gauge their financial impact. Therefore, the Committee is not really able to assess the Centre's capacity to implement its decisions or to make logical trade-offs. This is one of the major weaknesses in governance procedures.

B. Work planning and monitoring tools ill-suited to activity management

The Centre does have SISTER, an activity-tracking software package used by UNESCO, but it cannot be used as a planning tool. In any case, it only provides a partial view and cannot present consolidated data. Only UNESCO staff have to enter their work schedules in SISTER, and we have noted that this input is incomplete. Professionals enter information according to the procedures but do not "use" the software.

TULIP is the software used for schedule management, but it is employed only for UNESCO staff and therefore does not provide a comprehensive view of the attendance, absence and missions of people working within the WHC. It cannot be used as a tool for allocation of human resources or workload management.

5.2.3 Managing relations with the Advisory Bodies

A. Nature of relations

The Advisory Bodies have been designated by the World Heritage Convention as key actors in implementing the Convention in view of their expertise and ability to provide independent institutional advice for a certain number of key procedures in Convention implementation.

The Centre's relations with the Advisory Bodies are governed by:

- ✓ the Convention, which requests that both the Committee and UNESCO cooperate closely with ICOMOS, IUCN and ICCROM; [4]

- ✓ the Operational Guidelines for implementing the Convention, which set out the Centre's and Advisory Bodies' specific duties and responsibilities.

The following table provides a comparison of the roles of the Centre and the Advisory Bodies as set out in the Operational Guidelines for implementing the Convention. The arrows denote the relationship between the Centre and the Advisory Bodies with regard to each process analysed:

Different roles

Consulting and advice role

Similar roles

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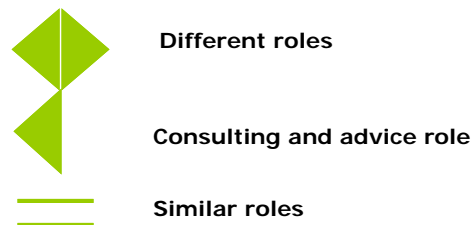
[4] Article 13: "The Committee shall co-operate with international and national governmental and non-governmental organizations having objectives similar to those of this Convention. For the implementation of its programmes and projects, the Committee may call on such organizations, particularly the International Centre for the Study of the Preservation and Restoration of Cultural Property (the Rome Centre), the International Council of Monuments and Sites (ICOMOS) and the International Union for Conservation of Nature and Natural Resources (IUCN), as well as on public and private bodies and individuals."

Article 14: "The Director-General of the United Nations Educational, Scientific and Cultural Organization, utilizing to the fullest extent possible the services of the International Centre for the Study of the Preservation and the Restoration of Cultural Property (the Rome Centre), the International Council of Monuments and Sites (ICOMOS) and the International Union for Conservation of Nature and Natural Resources (IUCN) in their respective areas of competence and capability, shall prepare the Committee's documentation and the agenda of its meetings and shall have the responsibility for the implementation of its decisions."

Comparison of the roles of the Centre and the Advisory Bodies as set out in the Operational Guidelines for implementing the Convention

Process	World Heritage Centre Roles		Advisory Body Roles
Statutory Meetings	a) organization of meetings of the General Assembly and the Committee		f) attend meetings of the World Heritage Committee and the Bureau in an advisory capacity b) assist the Secretariat, in the preparation of the Committee's documentation, the agenda of its meetings and the implementation of the Committee's decisions
Implementation of decisions of the World Heritage Committee and reporting on their execution	b) implementation of decisions of the World Heritage Committee and resolutions of the General Assembly and reporting to them on their execution		c) assist with the development and implementation of the Global Strategy for a Representative, Balanced and Credible World Heritage List, the Global Training Strategy (...)
Inscription of properties	c) receipt, registration, checking the completeness, archiving and transmission to the relevant Advisory Bodies of nominations to the World Heritage List		e) in the case of ICOMOS and IUCN, evaluate properties nominated for inscription on the World Heritage List and present evaluation reports to the Committee
Global Strategy	d) coordination of studies and activities as part of the Global Strategy for a Representative, Balanced and Credible World Heritage List		c) assist with the development and implementation of the Global Strategy for a Representative, Balanced and Credible World Heritage List, the Global Training Strategy(...)
Reactive Monitoring and Periodic Reporting	e) organization of Periodic Reporting and coordination of Reactive Monitoring		d) monitor the state of conservation of World Heritage properties (…) c) assist with the Periodic Reporting, and the strengthening of the effective use of the World Heritage Fund (...)

Process	World Heritage Centre Roles		Advisory Body Roles
International Assistance	f) coordination of International Assistance		d) (...) review requests for International Assistance
Mobilization of resources	g) mobilization of extrabudgetary resources for the conservation and management of World Heritage properties		
Assistance to States Parties	h) assistance to States Parties in the implementation of the Committee's programmes and projects		a) advise on the implementation of the World Heritage Convention in the field of their expertise
World Heritage Promotion	i) promotion of World Heritage and the Convention through the dissemination of information to States Parties, the Advisory Bodies and the general public		

It thus appears that there are:

- ✓ specific tasks central to implementing the Convention (evaluating nomination dossiers, evaluating international assistance requests) that are entrusted specifically to the three Advisory Bodies in their role as independent experts;

- ✓ a role to provide support and advice to the Committee, the States Parties and the Centre whose scope is not defined in the Operational Guidelines: one-off activities or consulting assignments that the Committee or the Centre decide to entrust to the Advisory Bodies in view of their expertise and role in implementing the Convention (thematic studies, devising strategies such as the training strategy, analysing the List, etc.). For such activities, the Advisory Bodies may find themselves "in competition" with other organizations.

Each year the Centre, as Secretariat to the Committee, contracts with the Advisory Bodies for specific tasks entrusted to them by that Committee and also contracts for the provision of support and consulting services as the direct beneficiary of such services. The Advisory Bodies are paid by UNESCO via the Centre, and out of the World Heritage Fund budget, for work carried out within the scope of the World Heritage Convention.

B. Strengths

All those interviewed stressed the overall quality of the relations between the Advisory Bodies and the Centre, especially the personal relationships of trust between the professionals at the Centre and those in the Advisory Bodies.

Generally speaking, the Centre and the Advisory Bodies manage to reach a consensus on state of conservation reports.

Moreover, the relationship between the Centre and the Advisory Bodies is continually evolving in pursuit of improvement through evaluations, recasting of procedures, introduction of tools, etc. In terms of clear-cut improvements since 2000, we should mention the introduction of a standard format for international assistance requests, the holding of coordination meetings between the Centre and the Advisory Bodies and clarification of the procedure for verifying the completeness of dossiers.

C. Weaknesses

Our work has highlighted three types of problem that hamper relations between the Advisory Bodies and the Centre:

1- Allocation of the roles and responsibilities involved in implementing the Convention

2- Contracting arrangements

3- Shared tools and working methods

☑ **ALLOCATION OF THE ROLES AND RESPONSIBILITIES INVOLVED IN IMPLEMENTING THE CONVENTION**

The issue of role allocation has emerged several times over the past few years. Thus, at the 24th session of the Committee in Cairns, Australia, the report of the Task Force on the Implementation of the World Heritage Convention (Item 6.1 of the agenda) stressed: "Differing understandings of the relative roles of Advisory Bodies and the Centre exist. These differences impede the effective operation of the Committee." It went on to state, "The Committee should review the roles and responsibilities of the Advisory Bodies in relation to the Committee, the Centre, and possibly UNESCO, leading to memoranda of understanding as appropriate."

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Although most of those interviewed stressed that when the Convention was drafted, the role of the Secretariat (the Centre) was one of "facilitator" for implementation of the Convention while the Advisory Bodies were to act as experts and providers of independent expert advice, the Centre appears to have become increasingly involved in the tasks initially reserved for the Advisory Bodies (formulating "expert" advice, carrying out thematic studies, organizing training).

This trend can be explained in terms of:

✓ the Centre's position as the "gateway" for the States Parties, the actors involved in heritage management and the general public. This requires a high level of technical knowledge in order to be able to provide appropriate answers to queries;

✓ the need for a multidisciplinary natural/cultural heritage approach to certain projects which only the Centre can provide, as the Advisory Bodies usually specialize in a single sphere;

✓ the absence, in areas of overlap between the respective roles of the Centre and the Advisory Bodies, of a procedural manual that clearly states the specific duties and responsibilities of each actor and how they should be carried out;

✓ increasing recourse to extrabudgetary funding to implement the Committee's decisions - donors expect WHC professionals to be involved;

✓ the profiles of the professionals hired, who are mostly heritage specialists and thus prefer to manage projects directly;

✓ the broadening of the mandate given to the Centre by the Director-General of UNESCO, which now goes way beyond acting as the Secretariat of the World Heritage Convention, making the Centre a key actor in world heritage conservation;

✓ difficulties encountered in dealing with Advisory Bodies (quality, responsiveness), which have pushed the Centre towards more direct involvement in tasks requiring specific expertise.

- **Risks of overlap and conflicts of interest**

Two types of adverse impact may result from this situation:

✓ overlap between the work carried out by the Centre and the activities of the Advisory Bodies;

✓ risk that expert advice will be less neutral/risk of conflicts of interest.

Such problems are most likely to occur in:

✓ joint missions for reactive monitoring of a particular site:

As it has been found that there is better access to information and to those in charge of reactive monitoring missions when UNESCO representatives are present alongside technical experts from the Advisory Bodies, the Committee has increasingly made "joint missions" the norm. We have found that:

- UNESCO representatives (usually professionals from the Centre) frequently draft the mission report and therefore participate in formulating expert technical advice/recommendations in view of their detailed knowledge of the site in connection with the Convention;

- UNESCO sometimes commissions non-UNESCO experts (in such cases, these experts do not have access to information or contact persons as they are not UNESCO representatives). Furthermore, these experts sometimes belong to

ICOMOS and are actually paid more than the experts commissioned by ICOMOS, which is particularly incoherent;

- Unlike the Advisory Bodies, which have charters of ethics and internal procedures that are reviewed by panels of experts, the professionals from the Centre/commissioned by the Centre are not subject to such constraints, and the Advisory Bodies pointed out during the interviews that these professionals had, on occasion, revealed the findings of certain missions, thus compromising the Advisory Bodies' ability to provide independent institutional expert advice subsequently. This fact has to be taken with prudence. Nevertheless, professionals of the WHC underlined that "all missions end with a debriefing with the authorities, where the Advisory Bodies and the WHC present the results, findings and conclusions of the mission jointly. It is always pointed out to the State Party that this is the advice of the mission team and that the final recommendations will be made by the Committee on the basis of the mission findings. The final recommendations to the Committee are always prepared after consultation between the Advisory Bodies and the WHC and based on the professional judgement of both sides. It is very rare for a difference of opinion to persist, and, if it does, this is then mentioned to the Committee. The risk of conflicts of interest therefore seems non-existent."

✓ Drafting of state of conservation reports (SOC reports)

The professionals from the Centre participating in reactive monitoring missions who are designated in the Guidelines as the recipients of the information concerning state of conservation of properties that is to be transmitted by the States Parties at the request of the Committee, have up to now drafted the conservation reports for cultural property and prepared the draft decisions (IUCN prepares the first draft of the SOC reports for some natural properties, while the Centre prepares the first draft for those remaining. These drafts are then exchanged (sometimes several times), until a mutually acceptable text is agreed).

The Centre's extra responsibility in terms of providing expert technical advice may appear problematic in view of the Centre's role as consultant to the States Parties. Beginning this year, reports to be drafted on cultural property have been split between the Centre and ICOMOS. However, if the Committee wishes to obtain independent expert advice from the Advisory Bodies, question marks arise concerning the legitimacy of the Centre's role in drafting some of the reports and preparing draft decisions. While

it is important to stress that the WHC and the Advisory Bodies have usually reached a consensus on most reports and draft decisions, it nevertheless appears imperative to set down on paper the allocation of roles and responsibilities and the structure of the interactive procedure for drafting observations, recommendations and draft decisions, in order to provide the States Parties with enhanced transparency and clarity. Moreover, the Committee has requested that state of conservation reports be ranked in terms of the amount of attention required. This selection of reports requiring in-depth attention is currently made by the WHC. It is again necessary to clarify the Advisory Bodies' role in this task (who does what, report production programme, criteria used to assess "level of attention needed", etc.).

✓   Implementation of extrabudgetary projects

The Centre is usually responsible for implementing these projects through recruitment of specialist staff and it would appear that some activities are similar to initiatives organized by the Advisory Bodies. The basis for differentiating between the roles of the Advisory Bodies and the WHC appears to be ill-defined as far as responsibility for coordinating such studies is concerned.

For example, ICOMOS organizes regional conferences and workshops, publishes reports and thematic studies (definition of the concepts of authenticity and cultural landscapes, extension of the heritage sphere into non-monumental cultures, recognition of industrial heritage in collaboration with TICCIH, and of twentieth-century architectural and urban heritage working with DOCOMOMO, etc.). Thus the ICOMOS Scientific Committee on Cultural Tourism drafted a "Manual for Site Managers" in 1993. Yet in 2001, a professional from the Centre prepared a "Practical Manual for World Heritage Site M anagers" within the scope of the Sustainable Tourism programme developed by the Centre and funded by the United Nations Foundation. This example is proof of the need to prepare a strategy for carrying out general reviews and producing guidelines and to clarify responsibilities between UNESCO and the Advisory Bodies.

Lastly, for cross-cutting projects, a significant proportion of those interviewed in the Advisory Bodies stressed disparities in coordination practices with regional sections.

As the following organization chart shows, there are three managers at the Centre responsible for handling contracts with each of the Advisory Bodies (1 manager per advisory body).

Work allocation within WHC regarding management of contracts with Advisory Bodies

✓ Prior to 2000: at their annual meetings, the Advisory Bodies submitted draft budgets to the Director of the Centre, which were then reviewed at a meeting attended by all parties concerned.

✓ Since 2000: the budget with each Advisory Body is discussed at a private meeting between that Advisory Body and the Director of the Centre.

Based on a review of the contracts between the Centre and the Advisory Bodies and the interviews with the various stakeholders within the scope of our management audit, we noted the following:

✓ Contracting schedules that differ according to Advisory Body: in particular, there is a specific problem with ICOMOS regarding subsequent contracting (the Centre is contracting with ICOMOS for activities already carried out by ICOMOS) and the time taken to convert Committee decisions into contracts;

✓ Differences in rates (deemed significant by the Advisory Bodies) and in remuneration guidelines (degree of budget detail);

✓ Types of contract ill-suited to UNESCO standard procedures: the Advisory Bodies are partners in implementing the Convention and not "service providers" (e.g. unsuitability of standard "fee contracts", which imply a transfer of ownership of material produced by the contracting party); this complexity and inappropriateness of procedures generates between 15 and 20 days of work annually for each of the three professionals in charge of handling contracts;

✓ An opinion shared by the Advisory Bodies and the managers handling contracts at the Centre that the costs borne by the Advisory Bodies in implementing the decisions of the Committee are only partially covered. The mismatch between the remuneration received by the Advisory Bodies and the tasks entrusted to them makes it difficult for the Centre to be as demanding as it might otherwise be. It must be stressed that the WHC does not have a standard methodology for pricing the activities of the Advisory Bodies and ensuring that they are paid for on a full-cost basis (direct and indirect costs).

Difficulties concerning contracts were already being raised in 2000. At the 24th session of the Committee held in Cairns, Australia, the report of the Task Force on the Implementation of the World Heritage Convention (Item 6.1 of the agenda) stressed, "The current process of turning Committee decisions about the allocation of funds into World Heritage Centre contracts with States Parties and Advisory Bodies is cumbersome and inefficient." It recommended, "The Committee, as a high priority, should direct the Centre to improve the timeliness of contracts and contract payments."

☑ **LACK OF SHARED TOOLS AND WORKING METHODS**

The Centre and the Advisory Bodies have to liaise closely for a number of key procedures involved in implementing the Convention (inscription of sites, international assistance requests), necessitating the exchange of documents, sharing of information, etc. However, this cooperation is not optimal owing to a lack of shared management tools and pooling of

information. In the course of this management audit, it came to light that the international assistance database used by the Centre cannot be consulted by the Advisory Bodies, and international assistance requests are still assessed in hard copy format (no possibility of making requests online, with online consultation and comments). Important work has begun on improving the database following an audit of international assistance, and this should lead to a much more operational tool. The Advisory Bodies cannot consult the Centre's list of dossiers in progress (which would help them to prepare their own work schedules).

Moreover, certain tools do not appear to be used as effectively as they might be. Although all players stress the relevance of a standard format for mission reports, the Advisory Bodies have pointed out that time would be saved if the form was "pre-completed" by the Centre for certain key items of information that an expert needed to know: Committee decisions concerning the site, international assistance received, etc.

As regards contract monitoring, there is currently no internal performance chart for monitoring the contractual obligations of the Advisory Bodies in terms of meeting deadlines, quality of reporting, etc.

At present, three meetings (September, January and June) are organized with the Advisory Bodies, but only the September meeting provides for discussion of strategy and programmes – the January and June meetings deal with Committee management.

5.3 Governance

5.3.1 Definition of players and principles in the governance process

Explanatory diagram of World Heritage Centre governance bodies

• Tasks performed by World Heritage Centre resulting from the implementation of "Operational Guidelines" and World Heritage Committee decisions (Operational Guidelines)

This tasks are financed by:

- **1** - The World Heritage Fund
- **2** - Part of Unesco Regular Programme
- **3** - Part of extra budgetary resources

• Tasks performed by the World Heritage Centre related to the implementation of the General Assembly decisions - responsibility given to the Centre by the Director-General-, and related to implementation of projects financed by donors

This tasks are financed by:

- **A** -Part of Unesco Regular Programme
- **B** -Part of extra budgetary resources

☑ **UNESCO** AS GOVERNANCE BODY

- ▪ **Flagship Programme status**

  At the seventh extraordinary session of the World Heritage Committee, held in Paris at UNESCO Headquarters, the document entitled "Proposals concerning the preparation of the Draft Programme and Budget 2006-2007" (Item 8 of the agenda) recalled: "Designation as a UNESCO flagship programme entails that a particular programme has

a continuously successful track record, high visibility and impact as well as international recognition in UNESCO Member States."

It nevertheless appears that this term is employed in different ways in UNESCO's various documents. The following table shows that:

✓ The World Heritage Programme is one of two programmes with flagship status according to document C/4, the other being the Oceans Programme;

✓ In this same document, both the World Heritage Centre and the Intergovernmental Oceanographic Commission, the bodies with responsibility for these two programmes, are described as "flagship initiatives";

✓ The "flagship programme" description is not repeated in document C/5. Under Major Programme IV (Culture), protection of the World Heritage in Danger is presented as the flagship activity of the "Protect and Safeguard Cultural Heritage Worldwide" programme.

Name	Description	Source
World Heritage Programme	➡ Flagship Programme	C/4
World Heritage Centre	➡ Flagship Initiative	C/4
Protection of Heritage in Danger	➡ Flagship Activity	C/5

It thus appears both that programme concepts differ between the C/4 and C/5 documents and that the "flagship" description is alternately attributed to World Heritage or to a specific activity such as protecting World Heritage in danger. The label highlights certain actions but does not have any automatic impact in terms of budgetary resources or operating procedures. The Director-General employs the term himself: "The World Heritage Centre leads UNESCO's flagship for World Heritage in co-operation with the Cultural Heritage Division, the Division of Ecological Sciences and the field offices."[5]

It nevertheless appears that certain specific C/5 provisions are designed to "protect" the Centre's resources: allocations to UNESCO's Intergovernmental Oceanographic

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[5] Mr Koïchiro Matsuura, Director-General of UNESCO, when opening the 27th session of the World Heritage Committee

Commission (IOC) and the World Heritage Centre cannot be re-allocated to other parts of the budget.

■ **Changes in the Centre's position within UNESCO**

The structure of the Centre's governance bodies within UNESCO has undergone substantial change since the Centre's creation in 1992. Initially a specific entity reporting to the Director-General and governed by an ad hoc Steering Committee whose composition is shown in the diagram below, the Centre was subsequently attached to the Culture Sector (cf. UNESCO's organization chart as presented in document 28 C/5 for 1996-1997), but its status in relation to existing divisions is not clear (in the DG's Blue note on restructuring the Culture Sector, the Centre is called an "entity", but after the paragraphs on the Centre, a "second" division is mentioned, which may imply that the Centre is regarded as the first division). This attachment to the Culture Sector was again confirmed by the Director-General of UNESCO in January 2000.

Position and governance of the Centre within UNESCO up to 2000

		Central Services		
General Direction Director-General Assistant Director-General (1)		Secretariat of the General Conference Director	Africa Department Director	**Strategic Planning** Director **(C)**
	Steering Comittee	Budget Director	Human Resources Management Director	
	World heritage Centre Director **(A)** Assistant Director General**(B)**	**Field Coordination** Director **(E)**	**Information du public** Director **(D)**	
		Internal Oversight Director	International Standards and Legal Affairs Director	

Program Sectors — Administration and External R

Education Assistant Director-General Executive Board	**Nat. Sc. Sector** Assistant DG **(2)** Executive Board	**Culture** Assistant DG **(2)** Executive Board	Comm.& Info. Assistant Director-General Executive Board	Soc. Human Sc. Assistant Director-General Executive Board	Extern. Rel. & Coop. Assistant DG Executive Board	Administration Assistant DG Executive Board
(...)	Basic Sc. and Engineering Sc. Director	Cult. Policies & Intercultural Dialogue Director	(...)	(...)	(...)	(...)
(...)	Ecological and Earth Sc. Director **(F)**	Creativity and Cultural Industries Director	(...)	(...)	(...)	(...)
(...)	Water Sc. Director	Cultural Heritage Director **(G)**	(...)	(...)	(...)	(...)
(...)	Science Policy & Soustainable Development Director		(...)	(...)		(...)

Divisions

Intergovern. Oceanographic Com.

(1) (2) (3) => Board of the Steering Committee

(A) (B) (C) (D) (E) (F) (G) => Steering Committee members

Position and governance of the Centre within UNESCO from 2000: part of the Culture Sector

Central Services

General Direction Director-General Assistant Director-General	Secretariat of the General Conference Director	Africa Department Director	Strategic Planning Director
	Budget Director	Human Resources Management Director	
	Field Coordination Director	Public Information Director	
	Internal Oversight Director	International Standards and Legal Affairs Director	

Programme Sectors — Administration and External R.

	Education Assistant Director-General Executive Board	Nat. Sc. Sector Assistant Director-General Executive Board	Culture Sector Assistant DG Executive Board	Comm.& Info. Assistant Director-General Executive Board	Soc. Human Sc. Assistant Director-General Executive Board	Extern. Rel. & Coop. Assistant DG Executive Board	Administration Assistant DG Executive Board
Divisions	(...)	Basic Sc. and Engineering Sc. Director	Cult. Policies & Intercultural Dialogue Director	(...)	(...)	(...)	(...)
	(...)	Ecological and Earth Sc. Director	Creativity and Cultural Industries Director	(...)	(...)	(...)	(...)
	(...)	Water Sc. Director	Cultural Heritage Director	(...)	(...)	(...)	(...)
	(...)	Science Policy & Sustainable Development Director	World Heritage Centre Director	(...)	(...)		(...)

Intergovern. Oceanographic Com.

- **Changes in the rules of governance: definition and nature of the Centre's administrative flexibility**

The change in the World Heritage Centre's organizational position within the UNESCO was accompanied by a "standardization" of rules and procedures and by certain limits on the specific functional autonomy[6] previously granted to it.

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[6] Term employed in 1995 to describe the special administrative flexibility and delegations of authority granted to the Centre's Director.

✓ The World Heritage Centre was created in 1992 by a decision of the Director-General (DG/Note/92/13) to mark the 20th anniversary of the Convention.

✓ In 1995, a memo (DDG/95/Memo 66) defined the functional autonomy of the World Heritage Centre and the Intergovernmental Oceanographic Commission and implemented it on a trial basis. The following box lists the specific prerogatives attaching to this status:

<u>Definition of the "functional autonomy" granted in 1995 (and which may now be considered synonymous with the administrative flexibility granted to the Centre)</u>

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1. *Approval of work programmes*
2. *Use of staff savings to fund use of consultants, supernumeraries and fee contracts*
3. *Approval and signature of travel orders*
   ✓ *Exemption from recording planned travel in the computer system*
   ✓ *Freedom to reimburse travel expenses upon submission of vouchers*
4. *Freedom to fix the duration of contracts with consultants and supernumeraries as well as their daily fees*
5. *Administration of positions created*
6. *Freedom to appoint to category G positions (…); appointment of P4/P5 staff by the Director-General on the Centre's recommendation (…)*
7. *Signature of staff performance appraisals*
8. *Authorization to sign invitations to meetings for States Parties and cooperation agreements with States Parties and international institutions and organizations*
9. *Responsibility for functions assigned to the Director-General by the rules of procedure of the intergovernmental committees and representation of the Director-General*
10. *Relations with the public and the media*

✓ In 1997, the Deputy Director-General issued a memo (DDG/97/Memo 122) confirming that the Centre's functional autonomy was being maintained with the exception of the recruitment procedure (point 6 above).

✓ In 2000, the Director-General attached the Centre to the Culture Sector whilst confirming the continuation of its special characteristics (DG/Note/001) as well as continuation of the Centre's functional autonomy (in DG/Note/00/15) and specifying that, given its special status, the Centre would keep a certain degree of autonomy under the authority of ADG/CLT, which would be responsible for coordinating and ensuring the complementary nature of the activities of the Centre and the Cultural Heritage Division.

✓ Memo ADG/ODG/05/129, which dealt with administrative coordination between the Culture Sector and the World Heritage Centre, noted that during preparation of document 33 C/5 it had become apparent that there was a need to clarify the concept of the Centre's "functional autonomy under the authority of ADG/CLT" and that the Director-General wished the Administrative Unit of the Culture Sector to take on full responsibility for running the sector as a whole, including the World Heritage Centre.

✓ At 174th session of UNESCO's Executive Board, on 13 April 2006, and following the request by the Lithuanian Ambassador, as Chairperson of the World Heritage Committee, for clarification of UNESCO's intentions regarding any reorganization of the World Heritage Centre, the Director-General underscored the difficulties he had noted when he himself had been Chairperson of the Committee in 1998 and stated that the "certain degree of functional autonomy" underpinned by the 2000 Blue Note did not extend to budgetary matters (direct control of the Centre's budget by the Bureau of the Budget).

✓ In his Blue Note of 25 January 2007 on the restructuring of the Culture Sector (DG/Note/07/02), the Director-General described the World Heritage Centre as one of the sector's four divisions without mentioning any functional autonomy or other special characteristics of the Centre in relation to the other divisions.

At present, it seems that the question of administrative flexibility raises two major issues for the effectiveness of the World Heritage Centre:

✓ The absence of any clear and confirmed definition, accepted by all UNESCO departments, of the World Heritage Centre's special characteristics in terms of functional autonomy/administrative flexibility means that considerable

administrative time is needed to ascertain the correct procedures and applicable rules.

The interviews in the Centre suggest that staff in the Administrative Unit spend approximately 20% of their working time on identifying the correct procedures and on to-ing and fro-ing resulting from the lack of clarity and a shared approach within the various departments involved in the applicable procedures.

These "administrative shortcomings" linked to the absence of any shared vision within UNESCO as to the content of administrative flexibility are particularly noticeable in:

- the procedure for renewing supernumerary contracts (special dispensations were deemed necessary for two such contracts but not for the others);
- the freedom to use savings from vacant posts.

Furthermore, we have found that the central services are losing "institutional memory" by challenging established practices or imposing inappropriate procedures:

- Every year, the Centre has to justify the fact of having entered into contractual relationships with the Advisory Bodies without competitive tendering despite the fact that those relationships are provided for by the Convention itself;
- The specific procedures/practices relating to the Centre's partnership with the United Nations Foundation have recently been called into question.

Consequently, the World Heritage Centre's first priority should be to clarify the rules currently applicable and to provide an easy-to-use manual for all staff (FAQs, facts sheets, etc.).

✓ A need for reaffirmation of certain elements of administrative flexibility in order to promote the effectiveness of the World Heritage Centre (especially regarding flexibility in terms of recruitment) and for introduction of objective monitoring of red tape

In addition to clarifying the rules applicable, administrative flexibility must be applied. This would consist mainly in greater delegation of authority to the Centre's Director. It must aim to improve the quality and effectiveness of World Heritage Centre work.

As regards recruitment, the audit also revealed cases where posts had been transferred to the Centre despite the fact that they did not match the Centre's requirements, or in spite of the Centre's opposition to such transfers. For a number of years, the Centre's Director has not

been involved in recruitment, and any increase in permanent staff has represented an internal transfer of UNESCO staff and responsibilities rather than any deliberate staffing strategy on the Director's part.

As regards the Centre's effectiveness, in particular vis-à-vis its partners, it would appear that some strengthening of its control and approval procedures has been perceived as leading to problems, reduced responsiveness and lack of motivation on the part of professional staff as well as being a source of dissatisfaction for the Centre's external partners. The following procedures are criticized in particular as being too lengthy and lacking any added value:

- the approval required for employment of consultants and temporary staff;

- the multiple approvals required for the signing of framework agreements.

During the audit, the World Heritage Centre professionals were unanimous in pointing up the "increase in red tape". Nevertheless, although the auditors were provided with specific examples of waiting periods associated with internal administrative channels, it has proved difficult to determine the relevance of these channels solely on the basis of these examples. Such an analysis would form part of a specific audit of UNESCO administrative procedures. However, for the present audit, it is important to stress that the World Heritage Centre could "pilot" a review of these procedures by regularly noting and collating administrative difficulties according to category of problem (waiting periods, questioning of the need for a control, lack of clarity in procedures, etc.).

Moreover, administrative flexibility may also be interpreted in a broader sense, including the Centre's ability to develop certain initiatives independently from UNESCO, the most significant example of this being the website. The World Heritage Centre has its own website, whose noteworthy traffic has indeed been noted (over 30 gigabits of data on line, 1/3 of UNESCO traffic and over 600,000 visitors a month). The technological choices differ from those of UNESCO but have proved conclusive and effective. This initiative must be recognized and encouraged by UNESCO.

- **A special characteristic of the Centre compared to other divisions: a dedicated administrative unit**

Memo ADG/ODG/05/129, dealing with administrative coordination between the Culture Sector and the World Heritage Centre, noted that during preparation of document 33 C/5 it had become apparent that there was a need to clarify the concept of the Centre's "functional

autonomy under the authority of ADG/CLT" and that the Director-General wished the Administrative Unit of the Culture Sector to take on full responsibility for running the sector as a whole including the World Heritage Centre.

In the Blue Note of 25 January 2007 issued by the Director-General of UNESCO, the World Heritage Centre is presented as an "entity of the Culture Sector". The links between the World Heritage Centre and the Culture Sector can thus be analysed from two angles:

☑   - LINES OF AUTHORITY

☑   -COOPERATION WITH OTHER CULTURE SECTOR DIVISIONS

1. Lines of authority

The Assistant Director-General for Culture (ADG Culture) has line authority over the World Heritage Centre. This line of authority entails:

- ✓ An obligation on the part of the World Heritage Centre to adhere to the global strategies of the Culture Sector drawn up by the latter's executive office (e.g. the communication strategy);

- ✓ Participation by the Centre's management in weekly meetings with ADG Culture and the directors of the other divisions;

- ✓ Quarterly reporting on implementation of the regular programme;

- ✓ Mandatory approval by ADG Culture for a certain number of procedures.

The audit found high-quality and relatively flexible relations between the World Heritage Centre management, the Sector's Executive Office and ADG Culture. These relations do not require a special audit.

It should nevertheless be noted that:

- ✓ Some approval procedures are not clearly defined, which reflects a pragmatic approach on the part of the recently appointed ADG Culture but may lead to time-consuming exchanges (documents to be approved before forwarding to the Committee, renewal of supernumeraries' contracts, etc.).

✓ Periodic reporting formats and monitoring indicators (from C/5) are sufficient to indicate quarterly progress but provide only a partial view of World Heritage Centre activity (no reporting on major extrabudgetary projects). Preparation of these reporting tables takes up a considerable amount of working time for World Heritage Centre professionals (two section chiefs are in charge of preparing them, and then the whole set is consolidated by the Administrative Unit before being sent to the Executive Office) and requires data to be entered into SISTER software, which is perceived as a constraint rather than a management tools for section chiefs.

Extract from a quarterly reporting table

This Table has been consolidated based upon 14 relevant reports received from responsible officers for activities in the Field Offices and within WHC, as of 4 December 2006

Division: WHC	MLA IV.1.1.3. : Strengthening the protection of World Heritage properties and in particular properties in danger					
Expected Results _(In Line with 33 C/5 Approval)_	Result Implementation Status _(To be listed in bullet point format)_	Synergies between RP and Extra Budgetary (EXB)	Challenges and/or Problems encountered; and actions taken to overcome problems if appropriate Programme and process related _(To be listed in bullet point format)_	Mainstreaming Gender Equality, Youth, Africa and LDC	Joint initiatives within the UN System
1) Strengthened national capacities for the management and conservation of sites in danger	Result Implementation Status _(To be listed in bullet point format)_ **Indicator 1.1 – Number of persons trained from national agencies** **No comprehensive quantitative** results have been identified due to no input, apart from 28 persons trained in the Pacific. - Training for site-managers in Lao PDR and Thailand in GIS for Cultural Resource Mapping - Training in Pakistan undertaken in monitoring techniques for cultural mapping (of value and risk), applied to WH properties -13 persons including site managers and landowners from East Rennell WH Site in Solomon Islands trained in WH site management and ecotourism in November 2006 -Training of 15 heritage professionals from Samoa, Tonga and Niue for preparation of nominations and	-Most of the activities undertaken have been financed either under WH Fund or other sources of EXB, often complementing RP resources, including staff time.	-Lack of PR funds extensively expressed, which caused interruption of initiatives as well as showing that the majority of activities are dependant on WHFund contribution and EXB funding. -Technical problems in SISTER delaying creation of activity code, causing six months delay in the implementation of activity in the Pacific.	-Most of activities have been in LDCs -Awareness-raising initiatives have targeted Youth. -Financial cooperation from Post conflict and LDC programmes of UNESCO are expected for some relevant activities.	-Potential cooperation with Asian Development Bank explored in the on-going management and development of sites, following jointly-organized workshops on training of guides at WH

2. Cooperation with other Culture Sector divisions:

    1. Division of Cultural Property and Intangible Heritage

    2. Division of Cultural Expressions and Creative Industries

    3. Division of Cultural Policies and Intercultural Dialogue

Cooperation with other Culture Sector divisions does not call for any specific comment in this audit. The clarification of the duties of each division and the concentration of immovable heritage expertise within the World Heritage Centre have largely put an end to disputes relating to remits and potential overlap on certain missions.

One important issue identified was greater consideration of intangible heritage in World Heritage Centre strategy, since inscription of a property on the World Heritage List can have a negative impact in terms of larger tourist flows and their effect on preservation of the local community's way of life, commodification of local cultural practices, etc. Consequently, it would seem that the Tourism Unit in the CEP section might improve coordination of its work with other Culture Sector divisions. It is important to establish a concerted cross-cutting approach between divisions on this specific problem in order to expand reflection on the type of site management plans required upon site inscription.

Lastly, the World Heritage Centre's physical separation reinforces the image of a "special" body (the World Heritage Centre is based at Place Fontenoy, while the rest of the Culture Sector is at Rue Miollis) and does not allow the often, informal communication, between professionals that is fostered by the physical proximity of the teams in each division.

- Links with the Natural Sciences Sector

One of the peculiarities of the World Heritage Convention is that it encompasses both a natural-heritage and a cultural-heritage aspect. It is the Centre's constant concern to maintain a balance between these two aspects – a concern shared by Mr Natarajan Ishwaran, Director of UNESCO's Division of Ecological and Earth Sciences and former chief of the World Heritage Centre's Nature Section. The World Heritage Centre and the Division of Ecological and Earth Sciences make sure that the personal relations between the professionals in the World Heritage Centre and those in the Natural Sciences Sector Nature allow genuine cooperation and implementation of joint projects.

This need for cooperation has been stressed by World Heritage Centre professionals with a natural-heritage background, who have voiced their relative fears that the cultural-heritage

aspect of the Convention will take precedence over the natural-heritage aspect now that the World Heritage Centre has become part of the Culture Sector.

In 2006, the World Heritage Centre published its Natural Heritage Strategy. This strategy document, which is to inform World Heritage Centre activities, stresses that the Natural Sciences Sector is a World Heritage Centre partner. It also stresses that the recent establishment of an in-house biodiversity liaison group is an apposite initiative. Cooperation objectives are laid down clearly (pooling of skills and methods, joint action plans), but it is necessary to ensure that human and financial resources are clearly identified on each side. Some cooperation objectives are to be strengthened and detailed in the next C/4 and C/5 documents, in particular regarding special reporting on joint projects in order to highlight the work done.

Some natural-heritage projects necessitate relations with the Natural Sciences Sector for the purposes of intersectoral cooperation. With its Division of Ecological and Earth Sciences, Bureau for Coordination of Environmental Programmes, and Intergovernmental Oceanographic Commission, the Natural Sciences Sector must in theory cooperating with the World Heritage Centre and IUCN to implement operational projects concerning natural World Heritage properties, especially those which are also UNESCO biosphere reserves. During the management audit, World Heritage Centre professionals pointed out some difficulties in organizing projects with mixed teams from the World Heritage Centre and the Natural Sciences Sector. The obstacles mentioned were associated with the problem of mobilizing available staff and the lack of project management tools (problem of setting FABS), etc.

It seems that some projects initially sponsored by the World Heritage Centre, such as the Open Initiative, have been transferred to the Natural Sciences Sector together with the professionals managing them. As a result, the World Heritage Centre surrendered operational control of this project, which was nevertheless designed to monitor world heritage sites by satellite and which might therefore be an essential tool for reactive monitoring.

Professionals with a natural-heritage background have voiced their relative fears that the cultural-heritage aspect of the Convention will take precedence over the natural-heritage aspect now that the World Heritage Centre has become part of the Culture Sector.

☑ **OTHER ACTORS IN THE GOVERNANCE FIELD: PROVIDERS OF EXTRABUDGETARY FUNDING**

Implementation of the Committee's decisions is largely dependent on the Centre's capacity to mobilize the required funds. Whilst it is true that certain initiatives are financed by the World Heritage Fund and the regular programme, it is nevertheless the case that many programme specialists use extrabudgetary funding for their activities. For this reason, donors play a key role in helping to determine, and actually proposing, priorities for certain projects.

World Heritage Fund	Funds in Trust and Special Accounts	Regular Programme	Others
> 8 M$ in 2004/2005	➢Main income of the World Heritage Centre activities, although lack of monitoring of biannual engagements and quantification of the resources expenditure	*> 1,9 M$ + 6,7 M$ posts financing in 2004/2005* *> 3,2 M$ + 7,9 M$ post financing in 2006/2007*	• *World Heritage Centre benefits of several contributions in terms of human and material resources non accounted today . As an example we can notice experts' advisory services granted by the France-Unesco Convention, travel and accommodation expenditures financed by host Countries and IT material dons, etc.*
•*Resources :* - Compulsory contributions made by the States parties to the Convention - Voluntary contributions made by the States parties to the Convention or partners - Earmarked contributions made by partners	•*Resources :* - World Heritage Centre Fund-in-trust established according to a contract signed between Unesco and a a donor (public or private sector donor)	•*Resources:* - Part of the Unesco budget is allowed to the World Heritage Centre	
•*Use :* - The use of the World Heritage Fund is ruled by the Financial regulations for the World Heritage Fund -8 M$ in 04/05 with 20% allocated to earmarked activities	•*Use :* - 13% of the total resources is allocated to management costs, except special agreements -87% of the Trust Funds and a percentage of the 13% (FITOCA account) is allocated to the World Heritage Centre -The Funds- in-Trust finances activities decided in agreement with the donor	•*Use :* - More than 70% is allowed to the financing of posts - Regular programme finances a part of the budget allocated to the statutory meetings, the thematic programs, promotion and communication activities, etc.	

▪ **States Parties**

States Parties finance the Centre's activities by:

✓ setting up funds-in-trust,

✓ seconding staff,

✓ paying directly for the travel and related expenses incurred by professionals employed by the Centre.

▪ **Other public and private partners**

The United Nations Foundation (UNF) is a public charity whose aim is to assist in implementing the United Nations Charter by building and implementing public-private partnerships and promoting initiatives. In 1998 the UNF signed an agreement with the United Nations providing for assistance in furthering the aims of the United Nations Charter by setting up innovative and pro-active projects contributing to greater well-being in the world. To assist in this process, the United Nations has established a United Nations Fund for International Partnerships (UNFIP) to receive project grants paid by the UNF.

In partnership with the World Heritage Centre, the UNF and UNFIP have established projects for preserving worldwide biological diversity and promoting an understanding of the importance of our natural heritage for the future of the human race.

In 2003, the UNF and the World Heritage Centre entered into a partnership agreement for the purposes of promoting awareness of World Heritage, particularly in the United States, and of mobilizing resources for natural and cultural heritage sites, partly by creating websites.

5.3.2 Quality of reporting as a criterion of good governance

☑ **INADEQUATE QUALITY AND RELEVANCE OF REPORTING**

It would appear that for several key processes relating to implementation of the Convention, the Committee has no relevant information and has not requested any.

- **The available budgetary data does not allow analysis of resource and expenditure patterns for each biennium by type of expenditure or activity**

A detailed analysis of World Heritage Centre financial management was not the management audit's main purpose. However, it would seem that the quality of financial reporting to governance bodies is as important as the Centre's activity reporting. Both types of reporting (activity and financial) are relevant to an appraisal of World Heritage Centre governance.

In our opinion, the budget information documents are not adequate for transparent reporting to governance bodies, and in particular the World Heritage Committee, even though the format is that requested by the Committee.

The quality of the Centre's financial reporting appears unsatisfactory as far as the format and the accounting principles are concerned and certainly does not provide any clear vision of the Centre's operating costs or the cost of implementing key processes such as statutory meetings, reactive monitoring, etc.

✓ In particular, Committee decisions are not costed, either beforehand, to assess the impact of new decisions in terms of the required human and budgetary resources, or subsequently, in terms of actual performance.

✓ Costs are not analysed according to their nature (being shown only by activity).

✓ The accounting principles used to present the Centre's consolidated resources (World Heritage Fund, regular programme and extrabudgetary) are not explained and appear to confuse cash-based and accrual accounting (e.g. the extrabudgetary resources shown for a given biennium are those theoretically available and not scheduled commitments, whereas the regular programme figures represent scheduled commitments), as well as investment and operating costs. No

explanation is provided as to the reasons for fluctuations from one biennium to another, or for budget changes.

✓ Errors were noted in several budget documents.

✓ The risk of error is exacerbated by the document formats (tables which are difficult to read).

✓ Data are not comparable from one year to the next owing to changes in the structure of presentation and a lack of clarity in the headings used.

The names given to the Centre's different activities, or activity categories, change from one period to the next, thus making comparison difficult. For example, the funding of participation in statutory meetings is successively termed "participation in statutory meetings" (2000-2001), "participation of experts in statutory meetings" (2002-2003), "participation in meetings by Advisory Bodies" (2004-2005) and "participation in meetings of Committee members" (2006-2007). It is only logical to wonder whether these categories always include the same types of funding: for example, does the heading "participation of experts in statutory meetings" cover participation of both Committee members and experts from the Advisory Bodies?

✓ The links between the various tables presented in any one budget document are not clear and focus on budgetary data as opposed to actual performance.

✓ The "Summary of budgetary revenue and expenditure for the World Heritage Convention" presents figures which do not always agree with those in the table presented by UNESCO's Office of the Comptroller.

✓ Budget documents are not delivered within the deadlines (6 weeks before Committee meetings).

✓ It is not clear from the budget documents whether supernumerary staff are financed by the World Heritage Fund.

✓ The preparation of consolidated tables covering all sources of funds does not give the Committee the necessary overview in terms of origin and allocation of extrabudgetary resources and is not consistent with financial reporting presenting a "true and fair view".

> *Extract from the budget document distributed to the Committee at the Vilnius session*

> "11. Moreover, the nature and the work plans of extrabudgetary funds do not necessarily correspond to the structure of the budget by Main Line of Action (MLA), but rather to a result desired by the donor. Sometimes **it is difficult for the Centre to reconcile the headings of certain extrabudgetary projects with those of the budgetary structure**. There are also cases where extrabudgetary projects correspond to two or more headings in the budgetary structure. In these cases, **the Centre has arbitrarily decided to list them under the appropriate heading with the highest percentage**.
>
> 12. In order to complete this Table, the Centre requested the other sectors of UNESCO to provide information regarding possible extrabudgetary projects for World Heritage. **The sectors concerned were unable to identify any extrabudgetary projects of this type**.
>
> 13. In order to conform with the wishes of the Committee, the Centre has prepared this Table using information from the financial system (SAP). Nevertheless, attention should be drawn to the fact that **it is not official UNESCO information**, which may only be provided by the Division of the Comptroller (DCO) and must be communicated by the Division of Extrabudgetary Funding Sources (ERC)."

- **Reporting to the Committee on international assistance does not provide a comprehensive and detailed view**

Only the list of States Parties' international assistance requests which require the Committee's approval is systematically communicated. The Centre did take the initiative of communicating to the last meeting of the Committee the list of requests that had required the approval of the Chairperson of the Committee.

✓ No standard document is distributed each year to provide a summary of the number of requests received, the refusal rate, the reasons for refusal, the amount of assistance allocated, committed and paid, and the proportion of the allocated budget already used, and to analyse the breakdown by region, type of property, etc. There has nevertheless been a notable decrease in the number of requests received, which would appear to warrant some degree of analysis and explanation.

✓ For any given activity, international assistance is only one of the means available to the Centre for the purpose of providing support to the States Parties (funds-in-trust are also regularly available to finance assistance to States Parties in preparing

- **The follow-up reports on action plans and recommendations from periodic reporting give no idea of attainment of objectives or degree of implementation**

These reports list the measures taken but provide no measurements or indicators of results achieved in terms of the designated objectives. The Committee does not have sufficient information to assess the quality and relevance of the measures taken, the degree to which objectives have been attained, the cost of the measures, and the time spent by the Centre and field offices in implementing the measures listed.

- **Budget information is provided at the end of the agenda, once all the decisions have been taken, and this does not facilitate decision-making based on available resources.**

6 MAIN DEVELOPMENT GUIDELINES AND RELATED RECOMMENDATIONS

The following guidelines are based on an analysis of needs and expectations and on the audit findings. They are not ranked in order of importance.

Each guideline will be broken down into recommendations for WHC development and management.

6.1 Proposed development guidelines based on management audit

1. Organize the gathering and accumulation of data to facilitate decision-making

2. Plan and specify a strategy in terms of shared action plans that are disseminated, monitored and evaluated

3. Improve accounting and budgetary management within the WHC

4. Improve the management of internal and external interfaces (Advisory Bodies and partners)

5. Improve the service culture within the administrative departments

6. Reflect the development guidelines in the WHC structure and put forward restructuring proposals.

6.2 Breaking the development guidelines down into recommendations

NB: The recommendations below are not listed in order of importance or priority.

Development guidelines	Recommendations
1. Organize the gathering and accumulation of data to facilitate decision-making	1.1. Create a knowledge-management function that could ultimately lead to the creation of a documentation centre 1.2. Coordinate reporting and information-sharing by regional sections and units 1.3. Develop a blueprint for providing the WHC with its own specific IT and management tools 1.4. Define and detail Operational Guidelines for implementing the Convention in internal procedures
2. Plan and detail a strategy in terms of shared action plans that are disseminated, monitored and evaluated	2.1. Organize decision-making and arbitration procedures between the WHC's units and sections 2.2. Develop quality-based procedures and internal control in the WHC
3. Improve accounting and budgetary management within the WHC	3.1. Produce complete, reliable and usable financial statements 3.2. Ensure that section and unit heads have better knowledge of available resources, and clarify funding strategy 3.3. Bring the Centre's action management cycle into line with its budgetary cycle

Development guidelines	Recommendations
4. Improve the management of internal and external interfaces (Advisory Bodies and partners)	4.1. Clarify the division of roles and responsibilities between the WHC and the Advisory Bodies 4.2. Incorporate the specific features of the role played by the Advisory Bodies into contracting procedures 4.3. Make the Advisory Bodies accountable for the quality of deliverables expected 4.4. Highlight the role of the extra budgetary partners 4.5. Improve coordination with field offices and the other sectors of UNESCO
5. Improve the service culture within the administrative departments	5.1. Reaffirm the definition and principles of administrative flexibility (particularly the advantages and drawbacks of ex-ante reviews) 5.2. Simplify management procedures within the AO 5.3. Introduce procedures for forward planning of post and skills requirements and for managing HR on a day-to-day basis 5.4. Introduce management control and cost-based monitoring of activities 5.5. Facilitate the reporting and consolidation of information from the various sections and units
6. Reflect the development guidelines in the WHC structure and put forward restructuring proposals	6.1 Reorganize the structure of the Centre

6.3 Detailed description of recommendations

NB: The recommendations below are not listed in order of importance or priority.

☑ **D**EVELOPMENT GUIDELINE **1: O**RGANIZE THE GATHERING AND ACCUMULATION OF DATA TO FACILITATE DECISION-MAKING

■ **Recommendation 1.1.**

Create a knowledge-management function that could ultimately lead to the creation of a documentation centre

✓ Detailed description of the recommendation

- This will initially be a matter of constructing an online knowledge-management, function making it possible to centralize, organize and save information produced by the WHC (to begin with) and by other divisions and sectors of UNESCO, the States Parties and the public (subsequently). The originals of all files, reports and publications would be available on line, continuing the current trend. Document management procedures would be used to organize this "online documentation centre".

- The knowledge-management function would draw on work done during the site-inscription process and on all the initiatives for paperless procedures on the Centre's intranet. Accumulation of knowledge – both electronically and by traditional means – will be a genuinely useful tool available to all WHC sections and units and will cover internal working methods and tools, the properties themselves and all documents produced and collected in the course of WHC work.

- The WHC currently works with both hard copies and electronic documents. The documentation centre will be electronic thanks to the use of an Internet-based knowledge-management tool that will use the same nomenclature for classification.

- Run by a document-management professional, the knowledge-management function will require definition of procedures and methods that are standardized

between sections and units in order that each may contribute effectively to knowledge-sharing.

- In the longer term, the Centre might consider setting up a more open documentation centre.

✓ Key success factors and points to watch when implementing the recommendation

- This recommendation will represent a significant outlay in terms of the WHC's current resources. An additional study will be required to estimate the exact investment in terms of storage space, the information system to be used (document management technology), the hiring of an information specialist in knowledge management, and training in data storage procedures for all contributors to the centre.

- The establishment of a knowledge-management function that is wider than what currently exists must take place in conjunction and in consultation with the UNESCO and UNESCO/ICOMOS documentation centres if it is decided to create a physical documentation centre.

- In order to ensure its long-term future, the funding necessary for the day-to-day running of the online (and possibly physical) documentation centre must be planned and evaluated.

- The WHC management will ensure that the centre operates smoothly and that all WHC players are fully involved.

- **Recommendation 1.2.**

  Coordinate reporting and information-sharing by regional sections and units

✓ Detailed description of the recommendation

- Managing dissemination of information, methodologies, repositories and news from the Centre, the properties, etc., is a means of improving the performance of all WHC sections and units. Better management of how information is disseminated will also benefit all new arrivals.

- There should also be better and more regular reporting to WHC management (activities conducted, progress in implementing work plan, etc.)

✓ Key success factors and points to watch when implementing the recommendation

- • In light of the WHC's workload and headcount, implementation of this recommendation must not be perceived as an additional constraint or bureaucratic burden. Smooth exchange of information requires that all content producers adhere to the same simple user-friendly procedures.

- • In the event of a break in the chain of information between the different sections and units, the role of WHC management (Director and Deputy Director) becomes essential. A specific procedure for standardizing and updating information must be developed and monitored (continual presence of one of the two members of WHC management, shared electronic messaging and scheduling, a simple, written procedure for notifying decisions handed down and choices made, etc.)

- • In order to simplify implementation of this recommendation, it would be useful to map the most important information concerning the WHC's activities that needs be transmitted in a systematic and organized manner.

■ **Recommendation 1.3.**

Develop a blueprint for providing the WHC with its own specific IT and management tools

✓ Detailed description of the recommendation

- • This involves recognizing the key role of information and communication technology (ICT) in implementing the World Heritage Convention and providing the Centre with the tools required to optimize its performance within the scope of a multi-annual plan. The blueprint will set out the objectives, resources and timetable in terms of skills, IT equipment, and activity-based and management applications. The resulting functional and technical specifications will be consistent with UNESCO's IT development plan.

✓ Key success factors and points to watch when implementing the recommendation

- • The WHC can use the services of experts, especially the consultant from Berkeley, and draw upon work already carried out (*The World Heritage Website & Information Technology Strategy*, 2004). It can also use its own IT team, together with those of CLT, UNESCO, etc.

- Implementing this recommendation involves a concerted identification of ICT requirements and an appropriate allocation of roles between programme specialists (users) and technicians.

- The WHC's ICT development needs suggest that significant financial and technical resources will be required. Therefore the partnership and fundraising strategy must include this project as a matter of priority. The chosen strategy will then have to be costed.

- Devising and rolling out an IT development plan is a multi-annual project. As such, a key success factor will be the stability and strengthening of the IT team, which at present contains nobody in an established post.

- **Recommendation 1.4.**

Define and detail Operational Guidelines for implementing the Convention in internal procedures

✓ Detailed description of the recommendation

- The Guidelines describe the WHC's role, but an analysis of certain procedures has highlighted the need for clear definition of some of the tasks carried out. Moreover, it is necessary to pinpoint what comes under its missions as Secretariat to the Committee and to specify the role and funding of its missions to "implement the Committee's decisions". This distinction is an essential one as it might make it possible to pay a portion of payroll costs out of the World Heritage Fund (the portion corresponding to implementation of the Committee's decisions).

- This recommendation also involves putting into writing (in a "WHC procedure manual") the procedures introduced for operational management of the various tasks for which the WHC is responsible.

✓ Key success factors and points to watch when implementing the recommendation

- The relatively few procedures to be written down must be covered in detail but must also remain simple and easy to remember at the operating level. These procedures will be drafted by those in charge of implementing them and then checked and finally approved by WHC and AO management.

☑ **DEVELOPMENT GUIDELINE 2: PLAN AND DETAIL A STRATEGY IN TERMS OF SHARED ACTION PLANS THAT ARE DISSEMINATED, MONITORED AND EVALUATED**

- **Recommendation 2.1.**

Organize decision-making and arbitration procedures between the WHC's units and sections

✓ Detailed description of the recommendation

- This recommendation is concerned with organizing the WHC's work plan on a logical shared basis, i.e. by planning and distributing the workload (particularly specific cross-cutting projects) and dealing with obstructions.

- Joint analysis of scheduling and work plans should facilitate reflection on how to mobilize P1/P2 programme specialists from regional sections and units: while it may be relevant to attach them to regional units/sections, consideration might be given to using these specialists for other regions on an as-needed basis. The specialists would then be grouped together in a "skills pool" to be used for cross-cutting projects and ad hoc initiatives according to rules yet to be defined. Staff attached to regional units and sections on a permanent basis would be in charge of the missions set out in the Guidelines.

- These rules would allow regional heads and heads of non-geographic sections to use the services of specialists. Conflicts of allocation would be resolved through a special agenda item at weekly meetings with the Centre's management.

- A constant adequate workload for this skills pool, and one easy to measure (by utilization rate), would make it possible to consolidate posts and address the issues of the status and job descriptions of these employees.

✓ Key success factors and points to watch when implementing the recommendation

- This attempt to coordinate and standardize the workload within the WHC must be based on objective data and requires written procedures and shared forward planning for all staff. It could be used as the basis for organizing a staffing procedure (allocation of resources to projects, missions, special one-off assignments, etc.) for the regional sections/units that would take account of each programme specialist's availability.

- A tool that would record the time spent on each project in order to monitor actual workload by type of activity is an essential part of this recommendation.

- Management of work plans in accordance with allocation of resources implies regular management meetings: in principle, a weekly two-hour meeting should be adequate. A record of decisions concerning allocation and monitoring of activities must be systematically prepared after each meeting and sent to all participants.

- This management of work schedules and arbitration of resource allocation requires the regular presence in the WHC of the person in charge of internal management and activity tracking (in principle, the Deputy Director). Moreover, the workload entailed by this internal management function (including supervision of knowledge-management and quality-management projects) is very substantial. If the Deputy Director of the Centre is to be responsible for this function, this would not appear to be compatible with joint responsibility for managing the nature team.

- ■ **Recommendation 2.2.**

  Develop quality-based procedures and internal control in the WHC

  ✓ Detailed description of the recommendation

  - This recommendation seeks to guarantee the use of standard formats and ensure adequate quality control for all WHC products. As procedural rules are extremely strict both in UNESCO and with regard to the Committee, it would appear necessary to introduce a procedure defining the roles and responsibilities of each person in the quality process, together with the applicable standards.

  - This recommendation should be regarded as a means of improving the Centre's productivity and performance rather than a new rule that simply adds to bureaucratic working procedures.

  - Internal control tools must also be developed alongside the implementation of quality-based procedures. Procedures for measuring and appraising the quality of the various activities carried out by the WHC must be organized internally. Quality monitoring must be based on monitoring of internal indicators as well as regular measurement of the satisfaction of the WHC's various contacts/partners:

States Parties, Advisory Bodies, the public, other sectors of UNESCO, field offices, etc. It is also necessary to identify the resources used by the WHC to report on quality and to process this information.

✓   Key success factors and points to watch when implementing the recommendation

-    Implementing quality-based procedures requires systematic identification of quality benchmarks for each type of process as well as written quality-assurance procedures: systematic distribution of standard formats; supervisor approval to be defined according to document type in order to ensure that all documents are reread; organization of internal file reviews.

-    Internal control may initially be limited to written rereading and quality-control procedures for each type of document, followed by the rolling-out of tools to measure the satisfaction of the various beneficiaries of WHC projects. The findings resulting from internal control should generate realistic and easy-to-measure corrective action plans.

-    Lastly, it is important that the results of the evaluation are taken into account when appraising WHC staff performance.

☑ **DEVELOPMENT GUIDELINE 3: IMPROVE ACCOUNTING AND BUDGETARY MANAGEMENT WITHIN THE WHC**

■ **Recommendation 3.1.**

Produce complete, reliable and usable financial statements

✓ Detailed description of the recommendation

- This recommendation involves adopting a suitable, usable format for WHC financial statements (a true and fair view based on generally accepted accounting principles), i.e. accrual accounting, consistent methods, segregation of investment and operating costs, etc.

✓ Key success factors and points to watch when implementing the recommendation

- Implement this recommendation with the relevant UNESCO departments and any expertise deemed useful within the framework of a pilot scheme for the entire organization.

■ **Recommendation 3.2**

Ensure that section and unit heads have better knowledge of available resources, and clarify funding strategy

✓ Detailed description of the recommendation

- Seek to provide systematic budgetary and human-resource estimates for all World Heritage Committee decisions.

- Organize and facilitate the funding of WHC activities according to the different types of resource available and provide section and unit heads with an overview of the deployment strategy for resources provided to the WHC by type of fund.

✓ Key success factors and points to watch when implementing the recommendation

- This recommendation can be implemented only if section and unit heads are responsible for budgetary management: participation in drawing up the budget, and allocation of budget lines for the regular programme, the World Heritage Fund and extrabudgetary resources.

- Implementation of this recommendation is contingent on centralizing and mapping information concerning funds-in-trust and resources secured by the

PACT Unit and Category II institutes (Nordic World Heritage Foundation) and on identifying the extrabudgetary resources secured by each region.

- This accountability implies the organization of regular meetings to track budget consumption and make any necessary adjustments.

■ **Recommendation 3.3.**

Bring the Centre's action management cycle into line with its budgetary cycle

✓ Detailed description of the recommendation

- Since 2002, the Committee's ordinary sessions have taken place in June/July. Therefore the WHC's management cycle runs from June to June. However, UNESCO's budgetary cycle runs for two years, from January in the first year to December in the second. This mismatch in the two cycles is at the root of problems concerning contracting and the availability of appropriations for implementing Committee decisions.

✓ Key success factors and points to watch when implementing the recommendation

- Announce the rules applicable for the transition year at a very early stage.

☑ **DEVELOPMENT GUIDELINE 4: IMPROVE THE MANAGEMENT OF INTERNAL AND EXTERNAL INTERFACES (ADVISORY BODIES AND PARTNERS)**

- **Recommendation 4.1.**

 Clarify the division of roles and responsibilities between the WHC and the Advisory Bodies

 ✓ Detailed description of the recommendation

- This recommendation seeks to deal with the issues raised in the management audit and therefore to modify the Guidelines to ensure greater clarity for the Committee regarding allocation of roles, responsibilities and working methods common to both the WHC and the Advisory Bodies

- The main points that need to be clarified are the following: the organization of joint missions, the drafting of state of conservation reports, and the rules for allocating management of studies and analyses requested by the Committee or extrabudgetary partners.

 ✓ Key success factors and points to watch when implementing the recommendation

- The views of the WHC and the Advisory Bodies differ in relation to certain points concerning division of roles, and it would appear essential to set up an ad hoc sub-committee in order to validate the positions adopted by the Committee.

- Clarifications of and modifications to the roles of the Advisory Bodies must be reflected in contracts between UNESCO and the Advisory Bodies and may provide a more suitable basis for remunerating the Advisory Bodies and managing quality-control procedures.

- These clarifications should also make it possible to draft a charter of ethics with each Advisory Body, laying down, on a quasi-contractual basis, the operating procedures for each participant during each step of a joint mission.

- **Recommendation 4.2.**

 Incorporate the specific features of the role played by the Advisory Bodies into contracting procedures

 ✓ Detailed description of the recommendation

- The Advisory Bodies (ICOMOS, IUCN and ICCROM) are identified in the Convention as actors implementing the Convention. This implies specific contracting procedures between UNESCO and these entities.

- There is a need to recognize the specific features of the links with the Advisory Bodies and to define and definitively confirm the special contracting procedures with these three entities for missions falling within their brief (type of contract, timetable, contracting period, obligations in terms of resources and results, nature of information to be delivered and evaluation procedures, etc.).

- In light of the various problems identified, this recommendation entails a complete overhaul of contracts with the Advisory Bodies

✓ Key success factors and points to watch when implementing the recommendation

- This overhaul of contractual relations must take in the various UNESCO entities involved in the contracting process: Contracts Committee, Legal Adviser, etc. In order to ensure the long-term future of decisions ratified at the highest level of UNESCO, contractual relations must also be included in the UNESCO procedures manual.

- To ensure that contracts meet programme specialists' expectations and to pave the way for the above-mentioned overhaul, preparatory work must be organized within the WHC.

- The three Advisory Bodies must be subject to the same contractual arrangements, and the WHC must ensure that they are treated fairly and in the same way. This means concentrating management of contractual relations with these bodies at WHC management level.

- **Recommendation 4.3.**

Make the Advisory Bodies accountable for the quality of deliverables expected

✓ Detailed description of the recommendation

- This recommendation addresses a specific issue in relation to improving contractual relations with Advisory Bodies, i.e. ensuring that the work they provide is subject to quality control.

- It also involves monitoring the quality of deliverables/reports within the WHC: organization of data-gathering, follow-up, and organization of feedback sessions with the Advisory Bodies on quality-related issues.

✓ Key success factors and points to watch when implementing the recommendation

- Implementation of this recommendation must go hand-in-hand with a mirror exercise for the WHC and with organization of "quality" meetings allowing Advisory Bodies to receive WHC feedback on its expectations.

- To ensure balanced and well-organized communication, the "quality" meetings must be held after Committee meetings and be prepared in advance (cf. Recommendation 1.2.: Coordinate reporting and information-sharing by regional sections and units)

■ **Recommendation 4.4.**

Highlight the role of the extrabudgetary partners

✓ Detailed description of the recommendation

- This recommendation involves confirming the WHC's leading role in developing partnerships and providing exemplary management for them in the light of their key role for implementing the Convention.

- The Committee must be provided with adequate information concerning the share of extrabudgetary funding spent on running the WHC and on implementing the Convention. At present, financial information is presented in a format that does not allow for such an approach.

✓ Key success factors and points to watch when implementing the recommendation

- A suitable presentation for extrabudgetary resources would require an overhaul of the accounting methods used: accrual accounting, consistent methods, segregation of investment and operating costs, etc.

- This would be a pilot scheme within UNESCO.

■ **Recommendation 4.5.**

Improve coordination with field offices and the other sectors of UNESCO

✓ Detailed description of the recommendation

- This recommendation entails clarifying the strategy, the operating methods and the tools available to field offices and the bodies responsible for managing them.

- As regards the field offices, it involves the following: clarifying decentralization strategy, tailoring the rules and objectives for decentralizing appropriations to the actual capacities of the field offices and the nature of the decentralized activities (recognition of decentralized extrabudgetary funds in the decentralization objectives for appropriations; see 5.1.1.: WHC missions and working procedures / Analysis of the strategy for allocating roles internally / Field offices), and clarifying the rules for monitoring decentralized funds with regard to organizational problems and unresolved issues following the IOS audit in 2006 and the recommendations made in this connection (centralization of all invoices within the WHC).

- As regards the other sectors of UNESCO, particularly natural sciences, the major coordination issues are improvement of shared work tools (especially localizing SAP software to allow suitable monitoring of projects jointly managed by the two sectors) and greater use of experts, especially for thematic studies.

✓ Key success factors and points to watch when implementing the recommendation

- As the decentralization objectives for regular programme funds are set at UNESCO management level, the trade-offs required to tailor the methodology for calculating the rate of decentralization to the WHC's requirements must be discussed at the appropriate level (inclusion of extrabudgetary funds, particularly World Heritage Funds).

- Developments in relations with field offices will depend largely on the reforms currently taking place at UN level ("One UN").

☑ DEVELOPMENT GUIDELINE 5: IMPROVE THE SERVICE CULTURE WITHIN THE ADMINISTRATIVE DEPARTMENTS

- **Recommendation 5.1.**

Reaffirm the definition and principles of administrative flexibility (particularly the advantages and drawbacks of ex-ante reviews)

✓ Detailed description of the recommendation

- It is here a matter of clarifying the rules concerning administrative flexibility as defined in 1995 and communicating them to all staff.

✓ Key success factors and points to watch when implementing the recommendation

- Administrative flexibility seeks to increase the effectiveness of the WHC in carrying out its missions but should not increase the related risks.

- **Recommendation 5.2.**

Simplify management procedures within the AO

✓ Detailed description of the recommendation

- Consult with WHC units on hindrances and on the administrative needs to be covered.

- Prepare a framework to meet these needs and new rules for allocating tasks within the AO team.

- This recommendation is related to Recommendation 2.1. ("Organize decision-making and arbitration procedures between the WHC's units and sections").

✓ Key success factors and points to watch when implementing the recommendation

- Coordination with IOS recommendations and exchange of best practice with CLT/AO.

- **Recommendation 5.3.**

   Introduce procedures for forward planning of post and skills requirements and for managing HR on a day-to-day basis

✓ Detailed description of the recommendation

   • The forward planning of post and skills requirements must be based on a clear vision of the WHC's long-term activities.

   • Use mapping (touched on in this report) to identify gaps in terms of human resources and skills, particularly regarding the natural/cultural heritage balance.

   • Devise appropriate individualized training programmes, comprising a common core for all staff (whatever their status) and an element to cover individual training needs.

✓ Key success factors and points to watch when implementing the recommendation

   • Use the expertise of the Human Resources Bureau for a pilot scheme that will make it possible to experiment with types of contract and ways of integrating temporary staff (based on validation of professional experience, etc.).

   • Draw up job descriptions in order to iron out disparities related to individual career paths, and standardize the content of certain functions (especially that of regional desk assistants, thus releasing programme specialists who spend over 20% of their time on administrative tasks).

- **Recommendation 5.4.**

   Introduce management control and cost-based monitoring of activities

✓ Detailed description of the recommendation

   • The Centre's limited resources, the increase in the number of missions and of properties listed, and increased expectations and demands on the part of UNESCO and the Committee all point to a need for greater management control. This must allow performance control for each objective in accordance with various criteria:

   - Effectiveness: Are we going to meet the objectives set out in the 4Cs strategy? Does our work satisfy our beneficiaries, our partners and our quality standards?

- Efficiency: Have we kept to the budget that we were allocated? Are we achieving our objectives at optimal cost? Are budgetary and extrabudgetary resources being used properly?

- Suitability: Are we using appropriate resources? Is our allocation of resources under control?

- For this purpose, numerous management-control tools and methods are available. Firstly, a cost-accounting system needs to be set up within the World Heritage Centre. This must be based on the segmentation of WHC processes and activities and make it possible to calculate full costs by process (operating costs, investment and payroll), by project and by mission. It will then be possible to analyse budgetary and extrabudgetary funding by project, mission and process. Subsequently it would be advisable to deploy a tool for measuring activity and managing costs by process and by activity. Management and performance indicators (RBM) would be developed at a later stage.

✓ Key success factors and points to watch when implementing the recommendation

- A project to implement management control does not involve only managers and technicians in this field. Devising a cost accounting model requires mobilization of all resources. The resulting model must reflect the Centre's activity. Such a project needs to involve chiefs of regional sections and units to define management needs and gather data (breakdown of time spent on activities, tracking of budgetary and extrabudgetary resources consumed, etc.).

- Coordinating the management dialogue is the key to successful implementation of this recommendation, both internally and vis-à-vis UNESCO's governing bodies and the Committee. This is how results-based management will be introduced in the Centre.

- **Recommendation 5.5.**

Facilitate the reporting and consolidation of information from the various sections and units

✓ Detailed description of the recommendation

- This recommendation is made in connection with the introduction of RBM (results-based management) at UNESCO. Activity, cost and control indicators will depend on the management tools deployed.

- The management dialogue must be structured around stable indicators determined between the WHC and UNESCO, on the one hand, and between the WHC and the Committee, on the other. It must be based on an analysis of data produced, post-analysis measures to be taken and formulation of the objectives under the 4Cs strategy.

- Organize the presentation of budget performance and budget forecasts at the beginning of each session of the Committee. The Committee must receive prior to each session the information it needs to take its decisions.

- Different reporting levels may be considered depending on the operational role of the actor using the data. A manager within each regional section or unit would be provided with more detailed indicators, while at strategic management level the World Heritage Committee would work with a more restricted range of indicators.

- This recommendation could be taken up by a working group bringing together all recipients and producers of management reports (Committee members, UNESCO's Division of the Comptroller (DCO), the AO, and section or unit heads). This group would be tasked with defining the procedures and formats for financial reports, clarifying the accounting principles to be used and the sources of each indicator, and selecting the monitoring, performance and quality indicators for projects and actions implemented.

- Set up a mechanism for monitoring the indicators over time. These indicators should make it possible to set targets reflecting WHC objectives, measure performance against these targets, understand and analyse this performance and inform managers' decisions in order to improve performance and provide the analytical information to be used in the management dialogue.

✓ Key success factors and points to watch when implementing the recommendation

- Deploy an easy-to-use management tool that can answer queries and provide automatic management reports. For this purpose, it would be useful to draw upon existing management reports and tools in UNESCO and in the regional sections and units (specific special-purpose packages are used at present).

- Provide the necessary training for the unit and section heads in the reporting culture and management concepts being implemented. Incorporate this aspect into the annual appraisals of the employees concerned.

- Make the management-control function within the AO more professional so that the latter can take on the role of methodology adviser and coordinator of management dialogue alongside the Centre's management.

☑ DEVELOPMENT GUIDELINE 6: REFLECT THE DEVELOPMENT GUIDELINES IN THE WHC STRUCTURE AND PUT FORWARD RESTRUCTURING PROPOSALS

■ **Recommendation 6.1**

Reorganize the Centre

The recommendations show clearly which functions have to be developed within the Centre. On the whole, the current structure satisfies the main expectations of those connected with it and allows missions to be carried out satisfactorily. Nevertheless, some organizational changes could be envisaged in order to make the structure more transparent and efficient. A simplification of the organization chart might thus be considered, as well as bringing the regional desks together in one section in order to encourage the pooling of human resources.

These structuring principles are aimed at optimizing all the missions carried out by the WHC and ensuring proper coordination for implementing the recommendations of this report. In addition, the proposed organization chart aims to reduce the number of units and sections reporting to the Director and Deputy Director, to identify intermediate levels of supervision clearly, and to affirm the Deputy Director's role in operational management of the WHC's work.

We therefore propose the organizational changes shown in the diagram below:

Director, secretary of the World Heritage Convention

Deputy Director

| Regional Activities Section | Project Coordination Section | Communication Education and Partnership Section | Administrative Unit | Policy and Statutory Implementation Section |

Regional Activities Section:
Africa Unit | Asia and the Pacific Unit | Arab States Unit | Europe and North America Unit | Latin America and the Caribbean Unit

Project Coordination Section:
Project and initiative coordination | Funds-in-trust

Communication Education and Partnership Section:
IMS | PACT | Promotion, Publications and Education

Policy and Statutory Implementation Section:
Policy and statutory meetings | Inscriptions Management | Internal Knowledge Management

Pool of professionals for regional activities and extrabudgetary projects

✓ General principles of this structure.

- Reorganization of the regional units and sections in a single Regional Activities Section

    In line with Recommendation 2.1, we propose creating a Regional Activities Section which would group together five regional units and be headed by a Chief of Section. This Chief of Section would have the following main duties:

    - Coordinating work between regional units;

    - Reviewing the quality of documents produced;

    - Managing interfaces between regional units and the management and with other sections of the WHC;

    - Standardizing the methodologies and tools used by regional units;

    - Consolidating activity and performance data for regional units;

    - Managing resource allocation by determining use of resources within the team of P1 and P2 professionals and deciding on resource projections;

    - Reporting on trade-offs with other sections at management meetings.

The Chief of Section would therefore be a new supervisory level between unit managers and the Centre's management.

The heads of the five regional units (Africa, Europe and North America, Asia and the Pacific, Arab States, Latin America and the Caribbean) would keep one or two P- or G-category members of staff. Depending on the workload (forward staff planning/cf. Recommendation 2.1), use will be made of the professionals in the pool. Every time one of these professionals completes an activity for a professional who has called upon his or her services, he or she will be appraised by this professional.

- Creation of a Project Coordination Section

This concentration of management for major cross-cutting projects (whether or not financed by extrabudgetary resources) would be designed to promote the establishment of suitable resources for these projects and to give them greater visibility.

The new section would have therefore be responsible for:

- Coordinating major conservation projects, initiatives and cross-cutting studies;

- Managing funds-in-trust. Thus the team dealing with the France-UNESCO Cooperation Agreement would join this new section.

To this end, this section will decide, working with the head of the Regional Activities Section, how to allocate the resources in the pool of professionals.

Decisions on resource allocation, on handling professionals' schedules and on proper distribution of the workload will be taken by the two Chiefs of Section and, if necessary, the WHC management. The rules for allocating resources would be set down in a special procedure, and decision-making meetings would be the subject of written reports noting the decisions taken.

- Simplification of the CEP organization chart

The various teams making up the CEP would be put into three groups:

- IMS, in charge of managing the WHC information system,

- PACT, responsible for finding partnerships and sources of extrabudgetary funding

- The Promotion, Publications and Education (PPE) team, which would include the team managing work and partnerships with the universities. This concentration would bring greater operational transparency to the WHC organization chart and provide a critical mass for the PPE/Universities team, both of which are necessary for proper coordination with the work of the regional units.

The Tourism Unit, which is currently part of CEP, would be attached to the Project Coordination Section.

- <u>Reinforcement of the Policy and Statutory Implementation</u> Section <u>(POL)</u> with the institutionalization of a knowledge-management function, which would remain within the Centre.

The POL Section is the only section which would still report directly to the Director of the World Heritage Centre (secretary of the World Heritage Convention).

At present, the documentation centralized in the WHC relates primarily to inscription dossiers. The knowledge-management function would initially be structured for WHC internal use.

The knowledge-management function would draw on work done during the site-inscription process and on all the initiatives for paperless procedures on the Centre's intranet. Accumulation of knowledge – both electronically and by traditional means – will be a genuinely useful tool available to all WHC sections and units and will cover internal working methods and tools, the properties themselves and all documents produced and collected in the course of their work.

Run by a document-management professional, the knowledge-management function would require definition of procedures and methods that were standardized between sections and units in order that each might contribute effectively to knowledge-sharing.

In the longer term, the Centre might consider setting up a more open documentation centre (for State parties and individuals as well), especially in cooperation with the existing documentation centre at UNESCO. Recommendation 1.1 elaborates on this point.

- WHC management bodes

The day-to-day operational management of the WHC is the responsibility of the Centre's Deputy Director, who would have a less extensive department and responsibilities in the new organization chart.

The Director of the WHC, secretary of the World Heritage Convention, would run the POL section directly while sharing decisions and information with the Deputy Director.

The changes to the WHC organization chart involve changes to internal management bodies. Simplification of the organization chart should allow weekly management meetings in the form of an "expanded management committee" consisting of:

- The Director and Deputy Director

- The head of the Sites and States Parties (SSP) Section

- The head of the CEP Section

- The head of the POL section

- The head of the Administrative Unit

This structure implies the virtually permanent presence of these professionals at the Centre.

7 ACTION PLANS TO IMPLEMENT THE RECOMMENDATIONS

7.1 Criteria for evaluating recommendations

In order to rank the recommendations in order of importance, we have evaluated each development guideline and each recommendation according to three criteria:

- Gain

- Risk

- Cost

- Gains may be evaluated in two ways:

✓ The expected qualitative gains from implementing the recommendation, i.e. measuring what the recommendation will make it possible to improve:

- Quality of service delivered

- Internal functioning of WHC

- Coordination with other UNESCO entities

- Coordination with the World Heritage Committee

✓ Expected quantitative gains can be measured in terms of:

- Productivity generated by implementing the recommendation

- Potential savings made.

- Given the WHC's current method of operating, the risks associated with implementing the recommendation may be of four types:

- ✓ The extent of the organizational transformation required in order to implement the recommendation

- ✓ The amount of ongoing assistance that will have to be provided to teams in connection with the proposed changes

- ✓ The individual and collective skills that will have to be developed

- ✓ The changes required to current information systems and user practices

- ▪ The cost associated with implementing the recommendation:

- ✓ Potential cost of investment (hiring of personnel, acquisition and development of tools and methodologies, etc.)

- ✓ Time spent on project management: estimated on the basis of payroll costs

7.2 Ranking the recommendations

The five development guidelines have been broken down into 19 related recommendations.

In order to implement the recommendations, a thematic approach will undoubtedly be required, since recommendations formulated within the same development guideline may be of different orders and relate directly to:

- ▪ Strategic alignment

- ▪ Governance

- ▪ Day-to-day management of the WHC

- ▪ Operational performance and risk management

- ▪ Budgetary and accounting management

- ▪ Human resource management

Using this thematic approach, the recommendations can be classified as follows:

Theme	Recommendation
Strategic alignment	1.3. Develop a blueprint for providing the WHC with its own specific IT and management tools
	1.4. Define and detail Operational Guidelines for implementing the Convention in internal procedures
	6.1 Reorganize the Centre
Governance	4.1. Clarify the division of roles and responsibilities between the WHC and the Advisory Bodies
	4.2. Incorporate the specific features of the role played by the Advisory Bodies into contracting procedures
	4.3. Make the Advisory Bodies accountable for the quality of deliverables expected
	4.4. Highlight the role of the extrabudgetary partners
	4.5. Improve coordination with field offices and the other sectors of UNESCO
Operational performance and risk management	1.1. Create a knowledge-management function that could ultimately lead to the creation of a documentation centre
	5.1. Reaffirm the definition and principles of administrative flexibility (particularly the advantages and drawbacks of ex-ante reviews)
	5.2. Simplify management procedures within the AO
Day-to-day management of the WHC	1.2. Coordinate reporting and information-sharing by regional sections and units

Theme	Recommendation
	2.1. Organize decision-making and arbitration procedures between the WHC's units and sections
	2.2. Develop quality-based procedures and internal control in the WHC
	5.4. Introduce management control and cost-based monitoring of activities
	5.5. Facilitate the reporting and consolidation of information from the various sections and units
Human resource management	5.3. Introduce procedures for forward planning of post and skills requirements and for managing HR on a day-to-day basis
Budgetary and accounting management	3.2. Ensure that section and unit heads have better knowledge of available resources, and clarify funding strategy
	3.3. Bring the Centre's action management cycle into line with its budgetary cycle

The following matrices rank the recommendations in terms of the related gains, risks and costs, as well as by theme.

Matrix ranking the 19 recommendations according to expected gains and risks of implementation

Recap of recommendations

Recommendation
1.1. Create a knowledge management function that could ultimately lead to the creation of a documentation centre
1.2. Coordinate reporting and information-sharing by the regional sections and units
1.3. Develop a blueprint for providing the WHC with its own specific IT and management tools
1.4. Detail and define Operational Guidelines for implementing the Convention in internal procedures
2.1. Organize decision-making and arbitration procedures between the WHC's units and sections
2.2. Develop quality-based procedures and internal control in the WHC
3.1. Produce complete, reliable and usable financial
3.2. Ensure that section and unit heads have better knowledge of available resources and clarify funding strategy
3.3. Bring the Centre's action management cycle into line with its budgetary cycle
4.1. Clarify the division of roles and responsibilities between the WHC and the Advisory Bodies
4.2. Incorporate the specific features of the role played by the Advisory Bodies into contracting procedures
4.3. Make the Advisory Bodies accountable for the quality of deliverables expected
4.4. Highlight the role of the extrabudgetary partners
4.5. Improve coordination with field offices and the other sectors of UNESCO
5.1. Reaffirm the definition and principles of administrative flexibility (particularly the advantages and drawbacks of ex-ante reviews)
5.2. Simplify management procedures within the AO
5.3. Introduce procedures for forward planning of post and skills requirements and for managing HR on a day-to-day basis
5.4. Introduce a management control and cost-based monitoring of activities
5.5. Facilitate the reporting and consolidation of information from the various sections and units
6.1 Reorganize the Centre

Matrix ranking the 19 recommendations according to the expected gains and costs of implementation

Costs associated with implementation

Level of expected gains

Theme of recommendations

- Strategic alignment
- Governance
- Operational performance and risk management
- Day-to-day management
- Human resource management
- Budgetary and acounting management

1.1 5.5 5.4 5.3 3.1 1.3 3.2 2.2 1.4 4.5 4.2 3.3 5.1 6.1 4.1 1.2 4.4 5.2 4.3 2.1 6.1

Recap of recommendations

Recommendation
1.1. Create a knowledge management function that could ultimately lead to the creation of a documentation centre
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2.2. Develop quality-based procedures and internal control in the WHC
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4.2. Incorporate the specific features of the role played by the Advisory Bodies into contracting procedures
4.3. Make the Advisory Bodies accountable for the quality of deliverables expected
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4.5. Improve coordination with field offices and the other sectors of UNESCO
5.1. Reaffirm the definition and principles of administrative flexibility (particularly the advantages and drawbacks of ex-ante reviews)
5.2. Simplify management procedures within the AO
5.3. Introduce procedures for forward planning of pose and skills requirements and for managing HR on a day-to-day basis
5.4. Introduce a management control and cost-based monitoring of activities
5.5. Facilitate the reporting and consolidation of information from the various sections and units
6.1 Reorganize the Centre

These matrices provide an indication of the "simplest" recommendations to implement (i.e. the least risky and the least costly) and the recommendations that will yield the highest expected gains. Prioritizing these recommendations will therefore be the first task of the WHC's action plan.

At first glance, most of the recommendations listed do not appear to represent a major cost for the WHC. Nevertheless, those that should yield the highest expected gains are also the most costly (particularly Recommendations 5.4. and 5.5.).

The following recommendations would appear to represent an optimal trade-off in terms of expected gains, implementation costs and associated risks:

Recommendation
1.2. Coordinate reporting and information-sharing by the regional sections and units
1.3. Develop a blueprint for providing the WHC with its own specific IT and management tools
2.1. Organize decision-making and arbitration procedures between the WHC's units and sections
4.1. Clarify the division of roles and responsibilities between the WHC and the Advisory Bodies
4.3. Make the Advisory Bodies accountable for the quality of deliverables expected
4.4. Highlight the role of the extrabudgetary partners
5.2. Simplify management procedures within the AO

Finally, the four recommendations that should yield the highest gains are the following:

3.2. Ensure that section and unit heads have better knowledge of available resources and clarify funding strategy
5.4. Introduce a management control and cost-based monitoring of activities
5.5. Facilitate the reporting and consolidation of information from the various sections and units
6.1 Reorganize the Centre

7.3 General principles for implementing the recommendations

All the recommendations presented in the management audit will be submitted for discussion and deliberation by UNESCO governing bodies and the World Heritage Committee. Those that are ultimately selected will be implemented through projects conducted in parallel or consecutively. An overall project manager will have to be appointed, who will have to devote a significant amount of time to implementing the recommendations. This person may be assisted by managers of individual projects and by special-purpose working groups.

Thus implementation of all the recommendations chosen will in itself be part of a much wider project for transforming the World Heritage Centre and providing it with a series of levers for organizational and technical optimization by rolling out new working procedures.

The projects will be conducted over several financial years (one or two biennia). To enable the WHC to assess its capacity to carry out these projects, the recommendations will first need to be costed. This analysis will cover the human and financial resources required over the period of implementation.

The management structure responsible for implementing the recommendations must report regularly to the World Heritage Committee on progress; intervals of less than a year would seem advisable.

All these recommendations could be covered by a "Project for the World Heritage Centre" involving all the Centre's staff and partners. In the coming months, this project will need to be transformed into a mechanism for improving quality and upholding the excellent reputation that the Centre currently enjoys for the whole range of its activities.

APPENDICES OF THE FINAL REPORT

MANAGEMENT AUDIT OF THE WORLD HERITAGE CENTRE

THE 16TH OF APRIL 2007
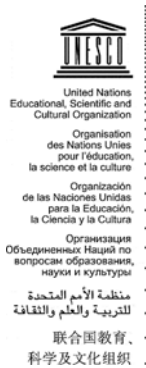
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1 TERMS OF REFERENCE

TERMS OF REFERENCE FOR A MANAGEMENT AUDIT OF THE WORLD HERITAGE CENTRE

A. BACKGROUND

1. The first Management review of the UNESCO's World Heritage Centre (WHC) was completed in 1997 in accordance with the request of the World Heritage Committee at its twentieth session (Merida, 1996). A Consultative Body[1] was also established to take action on the proposal by the Committee to undertake a review of the way in which the WHC has assisted the Committee in implementing the World Heritage Convention. The Management Review was done by UNESCO's External Auditor and its overall objectives were to review the efficiency and effectiveness of management practices in achieving outcomes, and to examine the degree to which programmes and budgetary procedures are designed to meet the Committee's needs.

2. The Report[2] on the management review was presented to the twenty-first session of the World Heritage Committee (Naples, 1997) but the Committee could not consider the recommendations in detail. Hence, the report was discussed by the Consultative Body in April 1998 and by the twenty-second session of the Bureau of the Committee in June 1998. A Progress Report on the follow-up to the Report on the management review, together with the recommendations of the Consultative Body and of the twenty-second session of the Bureau, as well as with the Director-General's comments was presented[3] to the twenty-second session of the World Heritage Committee in June 1998.

3. The Committee (Kyoto, 1998) could not examine the Progress Report fully due to time constraints and requested the twenty-third session of the Bureau to study it and present its own report and recommendations to the twenty-third session of the World Heritage Committee (Marrakesh, 1999) for adoption. It also requested the Director-General of UNESCO to prepare and submit to the twenty-third session of the Bureau a report covering the following points: the tasks and functions of the WHC as Secretariat to the Convention; the modalities for intervention and co-operation with other specialized sectors of UNESCO in the field of World Heritage; the modalities for co-ordination of the other sectors with the WHC; the way in which decisions are adopted and applied on the use of the funds related to the implementation of the World Heritage Convention; and the tasks and functions of the WHC with respect to the use of funds as Secretariat to the Convention.

4. Accordingly, the Progress Report and the "Report of the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre" were presented to the twenty-third session of the Bureau (Paris, 1999). After discussing the latter Report, the Bureau approved a draft resolution addressed to the Director-General of UNESCO to be submitted to the General Assembly of States Parties to the World Heritage Convention. The draft resolution was subsequently considered and taken note of by the Twelfth General Assembly of States Parties (Paris, 1999)[I]. The resolution requested UNESCO and the States Parties to reinforce the working capacity of the WHC to deal with its increasing work load resulting from its functions relating to the Convention.

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[1] The Committee created the Consultative Body in conformity with Article 10.3 of the World Heritage Convention, composed of Committee members from Australia, Benin, Canada, France, Italy, Japan, Lebanon, Malta and Mexico

[2] "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention"

[3] A Progress Report on Follow-up to the Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention

5. As regards the Progress Report, the Bureau recommended to the World Heritage Committee that a strategic Task Force should be established to finalise the work of the Consultative Body. Consequently, the twenty-third session of the Committee (Marrakesh, 1999) approved the setting up of a Task Force[4] to focus on: the organisation and running of statutory meetings, the procedures for decision making, the information and documentation management, and the operational guidelines.

6. The recommendations[5] of the Task Force (and those of the three other World Heritage reform groups[6]) were considered by the twenty-fourth session of the World Heritage Committee (Cairns, 2000). The Committee adopted a number of decisions which continue to reform the World Heritage system to this day. One of these significant reforms is a thorough revision of the Operational Guidelines (OGs) which were adopted in 2005[7]. The revised OGs also outline[8] the main tasks of the WHC, as the Secretariat to the World Heritage Committee.

7. For ease of reference, a list**[II]** of relevant World Heritage statutory documents and some other related documents is provided at the end of this document.

B. PURPOSE, CONTEXT AND INTENDED USE OF THE AUDIT

1. At the 30th session of the World Heritage Committee (Vilnius, 2006), the Committee adopted two decisions: 30 COM 6 and 30 COM 12, which *inter alia* requested a management audit of the World Heritage Centre in order to facilitate the development of a strategic plan for reinforcing the implementation of the Convention, and also requested that no management structure changes at the World Heritage Centre should occur until the management audit is completed.

2. The overall objectives of the management audit are to review the efficiency and effectiveness of management practices at the WHC and to examine the degree to which programmes and budgets are designed to meet the Committee's needs. In particular, the audit must take into account the existing strategic objectives for the implementation of the World Heritage Convention. Known as the "4Cs", these objectives were adopted by the Committee at its 26th session (Budapest, 2002) in the Budapest Declaration on World Heritage.

3. Accordingly, the proposed management audit of the WHC will take stock of what exists today, through a baseline study and recommend from a strategic view point, what is desirable in the medium to long-term (with links to UNESCO's 34 C/4 and C/5). It will provide clear and practical proposals for increasing the efficiency and effectiveness of the WHC in the context of the Secretariat function it serves for the Committee. It will also provide the rationale to determine its staffing and resource needs and make recommendations regarding the most appropriate relationship between the Centre and the rest of the Culture Sector and other parts of UNESCO.

4. The report on the audit of the World Heritage Centre will be presented for consideration and decision to the 31st session of the World Heritage Committee in June 2007 (Christchurch, New Zealand) in accordance with the Committee's decisions 30 COM 6 and 30 COM 12.

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[4] Task Force on Implementation of the World Heritage Convention, comprising Canada (Chair), Australia (Rapporteur), Belgium, Hungary, Morocco, Mexico, South Africa, Thailand, the Advisory Bodies and a representative of the World Heritage Centre

[5] See in particular "Collated recommendations of the Task Force, Working Groups and Expert Meeting" (WHC-2000/CONF.204/5)

[6] Working Group on the Representativity of the World Heritage List, Working Group on Equitable Representation in the World Heritage List, and International Expert Meeting on the Revision of the Operational Guidelines

[7] http://whc.unesco.org/en/guidelines/

[8] Chapter I.F, paragraphs 27 to 29

C. SCOPE OF THE AUDIT

1. This management audit shall cover overall key issues relating to the core role and function of the WHC as the Secretariat to the World Heritage Committee, as defined by Article 14.1 of the World Heritage Convention and paragraphs 27-29 of the Operational Guidelines, including whether it has adequate staff with appropriate qualifications to do the job. Although the primary focus of the audit should be the management of the Centre, it should also look into the nature and modalities of coordination between the Centre and the Advisory Bodies[9], and the World Heritage Committee. It should consider the Centre's position within the structure of UNESCO, its cooperation with the other Sectors of UNESCO and its relations with field offices, the States Parties and various external World Heritage consultants and partners. The management audit shall cover the period after the completion of the previous management review in 1997 and up to the end of July 2006.

2. More specifically, the audit should:

   a) Clarify what the World Heritage Convention's designation as a "Flagship Programme" really means in terms of human and financial resources and organizational status within the UNESCO structure.

   b) Recommend how UNESCO leadership might use the World Heritage Convention's sustained success and popularity worldwide to make World Heritage more visible and successful in establishing a variety of public and private partnerships.

   c) Define modalities of cooperation between the WHC and the rest of UNESCO's Secretariat and field offices, with a view to further improving its operational efficiency.

   d) Map out and review the full range of tasks and functions[10] discharged by the WHC and assess them in relation to its mandated roles and responsibilities.

   e) Review levels, qualifications, experience, work responsibilities and work load of staff, identify deficiencies and make recommendations to better define required skills and job descriptions, determine best use of staff resources, and plan for their capacity development, if required. This review should include an assessment of the rank and responsibilities of the Director.

   f) Review the human resources management and related decision making procedures for the WHC, with a view to maintain or revise it for improving the Centre's operational efficiency.

   g) Examine the roles of the World Heritage Centre and the Advisory Bodies, with a focus on potential overlap of work or conflict of interests.

   h) Assess the WHC's human and financial capacity to coordinate the reactive monitoring of the state of conservation of World Heritage Sites, in cooperation with the Advisory Bodies.

   i) Review Centre's organizational structure and functional management, with a focus on optimizing performance.

   j) Review and clarify the WHC's funding situation and sources (Regular Programme and Extra-budgetary, including the World Heritage Fund), and assess its financial requirements in relation to its work load.

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[9] ICCROM (the International Centre for the Study of the Preservation and Restoration of Cultural Property), Rome, Italy; ICOMOS (the International Council on Monuments and Sites), Paris, France; and IUCN - the World Conservation Union, Gland, Switzerland

[10] Please refer to document WHC-06/30.COM/INF.12 which presents a 'Results-based management framework' and road map for the WHC and contains a detailed listing of the various activities undertaken by the Centre, recognizing that the World Heritage Committee has not endorsed the activities listed as essential activities for the Centre.

k) Assess the administrative flexibility available to the WHC with a view to maintain or revise it for further enhancing the Centre's efficiency and effectiveness.

l) Assess the effectiveness, practicality and comparative costs of holding World Heritage Committee meetings outside of headquarters every year.

3. The audit should address the questions found in <u>Annex 1</u> and also include a careful review of the numerous recommendations in the 1997 Management Review and the subsequent 1999 Task Force, as well as of progress made in their implementation. The list in <u>Annex 1</u> is indicative, not exhaustive and the evaluators will consider additional audit questions in consultation with the UNESCO Secretariat, the States Parties, Advisory Bodies, etc and those additional questions should also be presented in the audit plan. The audit should also take into account the various other existing reviews, evaluations and studies[11].

D. AUDIT METHODS

1. The audit process will require a combination of methods. The consultants should develop an approach that collects both quantitative and qualitative data, and consult with all relevant stakeholders. Building on these Terms of Reference, the consultants should elaborate their overall approach and methodology in the form of an audit plan. The audit methods and sources of information will include:

- Statutory documents
- Relevant UNESCO and WHC records and documents, especially the 1997 Management Review and 1999 Task Force and associated documents (Terms of Reference, Committee Review, etc)
- Meetings/interviews with relevant stakeholders
- Telephone interviews and e-mail consultations with co-operating partners in several countries
- Questionnaires

2. Consultations recommended:

- Staff of the World Heritage Centre
- ADG and staff of the Culture Sector
- States Parties members of the World Heritage Committee
- Some States Parties to the 1972 Convention (not currently members of the Committee), particularly those that have just completed their terms of service on the World Heritage Committee
- World Heritage Advisory Bodies – ICCROM, ICOMOS and IUCN
- Staff of the other Programme Sectors and Central Services of UNESCO
- Key partners and donors such as, bilateral and multi-lateral donors, UNF, TNC, CI, private sector including existing arrangements with Evergreen, TBS,HP, National Geographic, Jet Tours and Expedia.

E. AUDIT PLANNING AND IMPLEMENTATION ARRANGEMENTS

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[11] While the following documents have not all been discussed and endorsed by the World Heritage Committee, they provide worthwhile ideas for consideration: Evaluation of the World Heritage Fund's International Assistance Activities carried out in 2004, 2005 and 2006; The RBM Framework and Road Map; Report on the Review of the Improvements that could be made in the Administration and Financial Flexibility of WHC; World Heritage: Taking stock; Evaluation of IUCN's work in World Heritage Evaluations; etc. Copies of these documents are available from the WHC.

1. The management audit will be carried out by external consultant(s), to be recruited on the basis of a competitive selection, who will be completely independent of UNESCO and its World Heritage Centre.

2. Within UNESCO, the WHC will be the contact for the consultants for the management audit and will ensure effective implementation of the Committee's decision in this regard. It will be the contact for the Consultant(s) throughout the audit process and provide them with all necessary information and documents. Unesco's Internal Oversight Service (IOS) will have a quality assurance role and will provide guidance for the audit, as may be requested.

2. The external consulants and will provide any relevant planning documents, progress and terminal reports, and other documents relevant to the audit. WHC will also provide contact information and email addresses of stakeholders to facilitate the work of the audit team.

3. Deliverables: There are three main deliverables for the audit: the audit plan, the draft audit report and the final audit report. UNESCO will provide clarifications and comments on each deliverable.

4. Audit Plan: The audit plan should describe how the audit is to be carried out. The audit plan should include, but not necessarily be limited to, the following elements: introduction and relevant background information; purpose of the audit, an audit framework that systemizes the methodology, identifying the issues to be addressed, sub-questions that provide elaboration, and the performance indicators (variables to be considered), sources of information and method of information collection for each issue; work schedule.

5. Draft audit report: The Consultant(s) will prepare a draft audit report against which clarifications and additional information, if any required, will be provided.

6. Final audit report: The final report should include but not necessarily be limited to, the following elements: executive summary, programme description, audit purpose and methods, major findings (presented in terms of achievements and challenges), conclusions and recommendations, lessons learnt and or factors contributing to the achievement of results or lack thereof, a suggested process and time-table for implementing the above recommendations, and for integrating them within the Strategic Plan for the World Heritage Centre, which is to be developed subsequently. The executive summary must be presented in a format suitable for presentation to the World Heritage Committee and the UNESCO Executive Board. It should correspond to the suggested format: background of the programme evaluated, major findings (key achievements and key challenges) and recommendations.

F. AUDIT TEAM COMPOSITION

1. The audit team shall consist of persons having outstanding expertise in the following areas: (a) prior professional experience in programme and management audit; (b) demonstrated experience and knowledge of audit methods and data collection (c) previous policy, project, or programme/management audit experience preferably in those areas within UNESCO's fields of competence (d) relevant in country or regional experience and linguistic competencies necessary for any fieldwork. The team should be multicultural with acceptable gender balance and geographic representation.

2. The audit team will be independent of UNESCO and have no present or former UNESCO staff members, or individuals who have had responsibilities covering the planning and implementation of World Heritage Centre activities.

3. One of the members will be appointed team leader.

G. AUDIT SCHEDULE AND BUDGET

1. <u>Timetable for preparation of the audit:</u>

    The duration of the audit is expected to be 6 months, starting from October 2006 to March 2007. Audit work will be carried out primarily in Paris.

	Action	**Deadline**
1.	Hiring of external evaluator(s)	30 October 2006
2.	Deliverable 1: Submission of Audit Plan	15 November 2006
3.	Deliverable 2: Submission of Draft Report	15 March 2007
4.	Deliverable 3: Submission of Final Report	15 April 2007

2. The budget for the audit will be covered from the World Heritage Fund, as approved by the World Heritage Committee in its 30th session (Vilnius, 2006).

H. REPORTING

1. The final report shall be submitted in 4 paper copies in A4 format, as well as in electronic version to the World Heritage Centre latest by 31st March 2007. The report shall be in English and French.

ANNEX 1: Indicative List of Audit Questions

a) Which recommendations from the 1997 Management Review have been implemented by the World Heritage Centre and UNESCO, and what have been the results of implementation? Special reference should be made but not limited to:

    i. Reinforcing the working capacity of the WHC in terms of staff and financial resources.

    ii. Developing a coherent strategy for the implementation of the WH Convention, particularly in view of the Suzhou-Cairns decisions.

    iii. Strengthening cooperation of the WHC with the Science Sector and other parts of the Culture Sector.

    iv. Striving towards an ideal mix of expertise within the WHC for addressing both cultural and natural heritage conservation concerns and needs.

    v. Integrating better the cultural and natural heritage functions.

    vi. Developing a coordinated plan for site monitoring activities, including missions, with Advisory Bodies and UNESCO Sectors, identifying which types of activities/missions are best undertaken by which organisations.

    vii. Developing criteria for evaluating the performance of international assistance projects.

    viii. Clarifying the roles, responsibilities, and accountability of the WHC for World Heritage activities that are not directly linked to statutory meetings.

    ix. Developing mechanisms to enhance collegial decision-making, coordination and sharing of lessons learned.

    x. Reviewing the ways in which the needs of the Committee are fulfilled by the Centre and how these could be better served, with particular focus on the Centre's role as Secretariat of the Committee.

    xi. Improving the management of information – archival and administrative – to strengthen corporate memory.

b) To what extent has WHC been able to provide technical expertise, disseminate information and develop innovative projects that contribute to implementation of the Global Strategy for World Heritage?

c) Is there an overall satisfactory relationship between resources spent and results produced by the WHC?

d) What efforts have been made by the Centre to raise funds from varied sources?

e) How has the WHC contributed to promoting and integrating World Heritage within a sustainable developmental framework in States Parties to the Convention?

f) What do the States Parties think of the assistance provided to them by the World Heritage Centre?

g) Have the resources and capacity of the WHC kept pace with the increasing work load?

h) What are the consequences of designating "tangible heritage" *inter alia* as a "principal priority" and "World Heritage in Danger" as a "flagship activity" within UNESCO's Programme and Budget[12]?

i) To what extent does the network of partners (governmental, NGOs, private sector) of the WHC assist it in fulfilling its various responsibilities?

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[12] General Conference Thirty Third Session, 33 C/5, Approved Programme and Budget 2006 – 2007. Unesco 2006.

I

Twelfth General Assembly of States Parties
Paris, 28 - 29 October 1999

Other business (item 10)

54. The Director of the Centre tabled document WHC- 99/CONF.206/INF.7, and referred to the decision of the twenty- third session of the Bureau to submit the following draft resolution concerning the Centre's needs and resources to the twelfth General Assembly for it to take note.

55. The General Assembly took note of the draft resolution addressed to the Director-General.

> *"The Bureau of the World Heritage Committee:*
>
> *Noting that the true nature of the functioning of the Convention concerning the protection of the World Cultural and Natural Heritage implies a regular growth in the annual activities relating to its implementation,*
>
> *Pointing out that the staff of the World Heritage Centre who ensures the Secretariat of this Convention are funded by UNESCO, as well as its operating costs,*
>
> *Considering that the resources of the World Heritage Centre, notably its staff, have to respond on a regular basis to the workload resulting from its functions relating to the Convention,*
>
> *Reaffirming the interest of all States Parties to the Convention for its efficient implementation, in conformity with the undertakings of the General Conference of UNESCO and its Director-General,*
>
> *Taking note of all the efforts already undertaken by the Director-General of UNESCO to secure the necessary resources,*
>
> *1. Requests the Director-General of UNESCO*
>
> > *a. to request the General Conference of UNESCO, during its approval of the Programme and Budget for 2000-2001 of the Organization, to take into consideration the needs and resources of the World Heritage Centre so that it may ensure the implementation of the Convention for the Protection of World Cultural and Natural Heritage,*
> >
> > *b. to take the above into consideration during the implementation of the approved Budget and Programme.*
>
> *2. Expresses the wish that the States Parties support the need to reinforce the working capacity of the World Heritage Centre to the Executive Board and the General Conference of UNESCO."*

II

The following World Heritage statutory documents, which are directly relevant to this review, can be accessed through the WH Website http://whc.unesco.org/en/statutorydoc/ and will be made available to the auditors:

    WHC-92/CONF.002/3
    WHC-92/CONF.002/4
    WHC-92/CONF.002/12
    WHC-96/CONF.201/21
    WHC-97/CONF.208/5
    WHC-98/CONF.201/4
    WHC-98/CONF.201/INF.11
    WHC-98/CONF.201/9
    WHC-98/CONF.203/11
    WHC-98/CONF.203/11Add
    WHC-98/CONF.203/18
    WHC-98/CONF.209/INF.15
    WHC-99/CONF.209/9
    WHC-99/CONF.204/15
    WHC-99/CONF.209/22
    WHC-99/CONF.206/7
    WHC-2000/CONF.204/3
    WHC-2000/CONF.204/5
    WHC-2000/CONF.204/6
    WHC-2000/CONF.204/21
    WHC-2000/CONF.204/INF.7
    WHC-2000/CONF.204/INF.8
    WHC-2000/CONF.204/INF.9
    WHC-2000/CONF.204/INF.10
    Decision 30 COM 6
    Decision 30 COM 12

Some other relevant documents which are available in UNESCO's archives are:

    DG/Note/92/4 dated 16 March 1992 regarding "Workplans for 1992 – 1993
    DG/Note/92/13 dated 30 April 1992 regarding "Establishment of a UNESCO World Heritage Centre"

2 LIST OF AUDIT AND EVALUATION STUDIES CARRIED OUT SINCE 1997

Audits, studies and evaluations	Authors
1997	
Report on the work of the Committee's Consultative Body on the overall management and financial review of the administration of the World Heritage Convention	• Committee's Consultative Body
Financial and administrative evaluation of the World Heritage Centre	• Auditor General of Canada
Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention	• Auditor General of Canada
Report of the Expert Meeting on the Global Strategy and the thematic studies for a representative World Heritage List	• WHC
Findings and recommendations of the 3rd Global Strategy meeting	• WHC
1998	
Report on the World Heritage Global Strategy Natural and Cultural Heritage Expert Meeting	• WHC
1999	
Evaluation of International Assistance: Examination of the recommendations of the twenty-third session of the Bureau of the World Heritage Committee concerning prioritization in granting International Assistance to States Parties	• World Heritage Centre and the Central Programme Evaluation Unit
2000	
Proposals concerning equitable representation in the World Heritage Committee	• Working Group (12 SP)
Report of the Task Force on the Implementation of the World Heritage Convention	• Task Force (8SP, the 3 AB and a member from the WHC)
Report of Working Group on the Representativity of the World Heritage List	• Working Group (10 SP)
International Expert Meeting on the Revision of the Operational Guidelines for the Implementation of the World Heritage Convention	• International Experts
Report on the Evaluation of International Assistance provided under the World Heritage Fund	• Central Evaluation Unit (CEU) of UNESCO
2001	
Identification of un-represented or less represented categories of natural and cultural properties	• WHC and AB
2002	
Progress report on the analyses of the World Heritage List and Tentative Lists and the identification of under-represented categories of natural and cultural heritage	• WHC and AB
Discussion on the relationship between the World Heritage Committee and UNESCO	• WHC
2003	
New voting mechanism and revision to the procedures for the election of the members of the World Heritage Committee	• Delegation of New-Zealand
Report on the Evaluation of International Assistance	• Independent consultant
Evaluation of the World Heritage Fund's Emergency Assistance Activities	• IOS
Internal Review of Contracts Execution	• WHC
Evaluation of the general staff structure and the operational capacities of the WHC	• Bureau of the DDG
Critical presentation of C5 indicators and proposal of performance indicators based on 4C. Suggestion of a regular audit and evaluation process the WHC	• WHC
Recommendations on constitution and operation of Working Groups in other conventions	• WHC
2005	
Assessment of the conclusions and recommendations of the special meeting of experts. Background paper prepared by the World Heritage Centre on the occasion of the Expert meeting on the concept of outstanding universal value	• Experts and WHC
Information on the Evaluation of the World Heritage Fund's Preparatory Assistance, Technical Cooperation, Training, and Promotional and Educational Activities (1998-2003)	• IOS
Report on the execution of the Budget 2004-2005 and follow-up to the recommendations concerning the administrative and financial issues of the Audit of the World Heritage Centre undertaken in 1997	• WHC
2006	
Result-Based Management Framework and Roadmap	• Independent consultants (Baastel Itée Group)
Performance indicators for World Heritage	• Independent consultants (Baastel Itée Group)
Working methods of the World Heritage Committee	• WHC
Elements of reflection on the election of the members of the World Heritage Committee	• WHC
Audit Report of the World Heritage Centre	• IOS

3 BIBLIOGRAPHY

			Official Documents		
Doc.	Reference number	Session	Title	Publication Year	Number of pages
1	WHC-2004/WS/2	General Conference, 17th session.	Convention Concerning the Protection of the World Cultural and Natural Heritage	1972	17
2	DG/Note/92/4 16 March 1992		Work plans for 1992 - 1993	1992	15 + appendices
3	DG/Note/92/13 30 April 1992		Establishment of a "UNESCO World Heritage Centre"	1992	2
4	WHC-92/CONF.002/3	16 COM.	Item 6 of the Provisional Agenda: Evaluation report on the implementation of the World Heritage Convention	1992	30
5	WHC.92/CONF.002/4	16 COM.	Item 6 of the Provisional Agenda: Strategic guidelines for the future	1992	12
6	WHC.92/CONF.002/12	16 COM.	Report	1992	57+ appendices
7	WHC.96/CONF.201/21	20 COM.	Report	1996	109 + appendices
8	WHC.97/CONF.208/05	21COM.	Item 5 of the Provisional Agenda: Report of the work of the Committee's Consultative Body on the overall management and financial review of the administration of the World Heritage Convention	1997	53 + appendices
9	WHC-97/CONF.204/11	21 BUR.	Extra budgetary funds, funds-in-trust and other sources	1997	2
10	WHC-98/CONF.201/4	22 BUR.	Item 6 of the Provisional Agenda: Report on the work of the consultative body of the Committee	1998	37
11	WHC.98/CONF.201/INF.11	22 BUR.	Discussion Papers Prepared for the Consultative Body Meeting, 29-30 April 1998	1998	74
12	WHC-98/CONF.201/9	22 BUR.	Report of the Rapporteur	1998	34 + appendices
13	WHC.98/CONF.203/11	22 COM.	Item 9 of the Provisional Agenda: Follow-up to the work of the Consultative Body of the World Heritage Committee	1998	33
14	WHC.98/CONF.203/11Add	22 COM.	Item 9 of the Provisional Agenda: Follow-up to the work of the Consultative Body of the World Heritage Committee	1998	28 + appendices
15	WHC.98/CONF.203/18	22 COM.	Report of the 22nd Session of the World Heritage Committee	1998	58 + appendices
16	WHC.99/CONF.204/15	23BUR.	Report of the Rapporteur	1999	95
17	WHC-99/CONF.204/8	23BUR.	Follow-up to the work of the Consultative Body of the World Heritage Committee	1999	31
18	WHC.99/CONF.209/22	23COM.	Report of the rapporteur	1999	115
19	WHC.99/CONF.206/7	12GA.	Summary Report of the 12th General Assembly of States Parties	1999	13 + appendices
20	WHC.00/CONF.204/03	24COM.	Report of the Rapporteur of the Special Session of the Bureau of the World Heritage Committee, Budapest, Hungary (2-4 October 2000)	2000	30

Official Documents					
Doc.	Reference number	Session	Title	Publication Year	Number of pages
21	WHC.00/CONF.204/05	24COM.	Collated recommendations of the Task Force, Working Groups and Expert Meeting (Revised following the Special Session of the Bureau, 2-4 October, Budapest, Hungary)	2000	14
22	WHC.00/CONF.204/21	24COM.	Report of the twenty-fourth session of the World Heritage Committee (Cairns, Australia, 27 November – 2 December 2000)	2000	155
23	WHC.00/CONF.204/INF.08	24COM.	Item 6.2 of the Provisional Agenda: Report of the Working Group on the Representativity of the World Heritage List	2000	13 + appendices
24	WHC.00/CONF.204/INF.09	24COM.	Item 6.3 of the Provisional Agenda : Report of the Working Group on Equitable Representation in the World Heritage Committee	2000	4
25	WHC.00/CONF.204/INF.10	24COM.	Item 6.4. of the Provisional Agenda: Report of the International Expert Meeting on the Revision of the Operational Guidelines for the Implementation of the World Heritage Convention (Canterbury, UK, 10-14 April 2000)	2000	42
26	WHC-2000/CONF.204/INF.19	24COM.	Priority recommendations from the World Heritage Centre/IUCN Workshop on "The Role of the World Heritage in Danger Listing in Promoting International Co-operation for the Conservation of World Natural	2000	3
27	WHC-01/CONF.208/INF.3	25COM.	Report of the Secretary on activities undertaken by the Secretariat since the twenty-fourth session of the World Heritage Committee	2001	16
28	WHC-02/CONF.202/13A	26COM.	Item 17 of the Provisional Agenda: Progress report on the preparation of the proposed Strategic Orientations of the World Heritage Committee and revised structure of the budget of the World Heritage Fund. Proposed Strategic Objectives of the World Heritage Committee	2002	24
29	WHC-04/7 EXT.COM/8	7EXTCOM.	Proposals concerning the preparation of the Draft Programme and Budget 2006-2007 (Draft 33C/5) and 34C/4	2004	8
30	WHC-04/7 EXT.COM/INF.8	7EXTCOM.	Item 8 of the Provisional Agenda: Information on the current structure of the World Heritage Centre and the evaluation process	2004	4
31	WHC-04/7 EXT.COM/INF.9	7EXTCOM.	Item 9 of the Provisional Agenda: Co-operation and coordination between the UNESCO Conventions concerning Heritage	2004	10
32	WHC. 05/2		Operational Guidelines for the Implementation of the World Heritage Convention	2005	151
33	WHC-05/29. COM/12	29COM.	Item 12 of the Provisional Agenda: Performance indicators for World Heritage Programmes	2005	12
34	WHC-05/29.COM/15	29COM.	Item 15 of the Provisional Agenda: Report on the execution of the Budget 2004-2005 and follow-up to the recommendations concerning the administrative and financial issues of the Audit of the World Heritage Centre undertaken in 1997	2005	49
35	WHC-05/29.COM/INF.15	29COM.	Item 15 of the Provisional Agenda: Audit report of the World Heritage Centre	2005	21
36	33C5	33 General Conference UNESCO	Approved Programme and Budget 2006-2007	2005	321
37	WHC-06/30.COM/6	30COM.	Item 6 of the Provisional Agenda: Report of the World Heritage Centre on its activities and on the implementation of the Decisions of the World Heritage Committee	2006	19
38	WHC-06/30.COM/INF.6A	30COM.	INF.6A: The World Heritage Centre's Natural Heritage Strategy	2006	14

Official Documents

Doc.	Reference number	Session	Title	Publication Year	Number of pages
39	WHC-06/30.COM/INF.6B	30COM.	INF.6B: Report of the Advisory Bodies on their activities	2006	25
40	WHC.06/30.COM/INF.6C	30COM.	INF.6C: Report from the Nordic World Heritage Foundation on its activities.	2006	4
41	WHC-06/30.COM/6	30COM.	Item 6 of the Provisional Agenda: Report of the World Heritage Centre on its activities and on the implementation of the Decisions of the World Heritage Committee	2006	19
42	WHC-06/30.COM/INF.6A	30COM.	INF.6A: the World Heritage Centre's Natural Heritage Strategy	2006	14
43	WHC-06/30.COM/INF.12	30COM.	INF.12: Result-Based Management Framework and Roadmap	2006	43
44	WHC-06/30.COM/12	30COM.	Item 12 of the Provisional Agenda: Performance indicators for World Heritage	2006	14
45	WHC-06/30.COM/13	30COM.	Item 13 of the Provisional Agenda: Working methods of the World Heritage Committee	2006	6
46	WHC-06/30.COM/19	30COM.	Decisions adopted at the 30th session o the World Heritage Committee (Vilnius, 2006)	2006	196
47	WHC-06/30. COM/INF. 2	30COM.	Provisional List of Participants	2006	58
48	DG/Note/07/02 25 January 2007		Reorganization of the Culture Sector at Headquarters		4
49	DG/Note/07/02 25 January 2007		Annex: Organizational Chart of the Culture Sector at Headquarters	2007	1

		Work Documents			
Doc	Author	Title	Publication date	Number of pages	Reception date
50	BANDARIN, Francesco; YANG, Minja and ADDISON, John.	In support of the World Heritage: UNESCO WHC Information Technology Strategy & Implementation Plan (PPT Presentation)	17 April 2003	15	25 January 2007
51	CAMERON, Christina	Evaluation of IUCN's work in World Heritage Nominations	2005	33	29 January 2007
52	STOTT, Peter	Baseline Data, Periodic Reporting, and the Retrospective Inventory. A Summary Report of Findings of the Retrospective Inventory, November 2004-September 2005	22 November 2005	46	2 February 2007
53	ICOMOS. Executive committee	Principes d'application du mandat de l'ICOMOS pour le Patrimoine Mondial -communicated in French	2006	2	
54	LACOEUILHE, Vera; SELFSLAGH, Bénédicte	World Heritage: Taking stock	20 March 2006	33	
55	RAO, Kishore	Proposal for a Knowledge Management Initiative at UNESCO's World Heritage Centre (Draft for discussion)		7	19 January 2007
56	STOTT, Peter	Communication on Advisory Bodies' Meeting, IUCN, 25-26 September 2006	27 September 2006	4	2 February 2007
57	TURNER,	World Heritage State of Conservation Schema		1	8 January 2007
58	TURNER, Michael.	Israel World Heritage Chart		1	8 January 2007
59	TABOROFF, June and PHARES, Jehanne	An Evaluation on the World Heritage Fund's Emergency Assistance Activities	May 2004	61	
60	TABOROFF, June and PHARES, Jehanne	Evaluation of the World Heritage Fund's International Assistance: Preparatory Assistance, Technical Cooperation, Training, and Promotional and Educational Activities (1998 - 2003)	July 2005	53	
61	WHC/AO Unit	WHC employees breakdown (Excel Document)	2007 (compilation)	4	15 February 2007
62	WHC/AO Unit	Documents and charts concerning the CCH/CLT merge within the World Heritage Centre	2007 (compiled)	25	February 14 2007
63	WHC/AO Unit	Synthesis chart of the WHC employees since 2000 (Interns included)	2007 (compiled)	55	February 14 2007
64	WHC/AO Unit	Extra budgetary projects transferred to the WHC after the merge with CCH/CLT	2007 (compiled)	5	February 14 2007
65	WHC/AO Unit	Synthesis chart concerning the number of missions and time expended in their realisation by some WHC employees in 2006	2007 (compiled)	5	February 14 2007
66	WHC/AO Unit	SAP training related documents (200-2004) and CLT training related documents (2005)	2007 (compiled)	19	February 14 2007
67	WHC/AO Unit	Documents related to the travel process	2007 (compiled)	7	February 14 2007
68	WHC/AO Unit	IUCN - WHC Memorandum of Understanding	2007 (compiled)	23	February 14 2007
69	WHC/AO Unit	ICOMOS - WHC memorandum of understanding and copies of established contracts	2007 (compiled)	41	February 14 2007
70	WHC/AO Unit	Copies of ICCROM established contracts	2007 (compiled)	8	February 14 2007
71	WHC/AO Unit	Fiche descriptive des procèdures pour l'établissement d'un contrat individuel - communicated in french	2007 (compiled)	5	February 14 2007

Publications				
Doc	**Author**	**Title**	**Publication date**	**Number of pages**
72	Unesco World Heritage Centre	Basic Texts of the 1972 World Heritage Convention	2005	239
73	ICOMOS. JOKILEHTO, Jukka (compiled)	The World Heritage List: filling The gaps - an action plan for The future	2005	109 + appendices
74	Unesco World Heritage Centre	The World Heritage Wall Map 2005/06	2006	1
75	Unesco World Heritage Centre	World Heritage Challenges for the Millennium	2007	200

4 INTERVIEWS

4.1   Interviewer's guide

Management audit of the World Heritage Centre

Interviewer's guide

Deloitte.

General information

To be used by the interviewers

Date	
Place / Telephone	
Participants (name, organization, position)	• State Party • UNESCO • WHC • Advisory body • NGO • Private company / partner
Interviewer(s)	
Received documents	
Documents to be transmitted	
Key ideas	1. … 2. … 3. …

1. GENERAL ORGANIZATION AND WORK PROCESSES

☑ Purpose of the section :

- Detailing macro-processes and tasks performed by the entity interviewed

- Determining how resources match with strategy and achieving the operational guidelines

- To what extent has WHC been able to provide technical expertise, disseminate information and develop innovative projects that contribute to implementation of the Global Strategy for World Heritage?

- Determining which recommendations from the 1997 Management Review have been implemented by the World Heritage Centre and UNESCO, and what have been the results of implementation?

☑ Linked questions :

Questions	Concern				
	States parties	WHC	UNESCO	Advisory bodies	Partners (UN agencies, NGOs, private partners…)

• What are the main activities of the entity?
   o Activities linked to official guidelines or to the Convention
   o Activities that the entity developed or proposed itself (WHC question)
	X	X	X	X	X

• What are the detailed tasks within the WHC processes?		X	X	X	
• Contributions of the entity to the WH Convention?		X	X	X	X
• To what extent does the network of partners (governmental, NGOs, private sector) of the WHC assist it in assuming its various responsibilities?	X	X	X	X	X
• Number of staff (permanent/ supplementary) in charge of these activities		X	X		
• Estimated workload the tasks imply		X	X		

Questions	Concern				
	States parties	WHC	UNESCO	Advisory bodies	Partners (UN agencies, NGOs, private partners…)
• Most significant evolutions in achieving the tasks since 1997[1] (quantitative and qualitative analysis)	X	X	X	X	X
• How did you manage to implement those recommendations from the 1997 Management Review? o Developing a coherent strategy for the implementation of the WH Convention, particularly in view of the Suzhou-Cairns decisions[2] o Striving towards an ideal mix of expertise within the WHC for addressing both cultural and natural heritage conservation concerns and needs o Integrating better the cultural and natural heritage functions Clarifying roles, responsibilities, and accountability of the WHC for World Heritage activities that are not directly linked with the role of the Secretariat of the Convention		X	X	X	

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[1] **MAIN 1997 EXTERNAL AUDITOR RECOMMENDATIONS:** For further information see: WHC-05/29.COM/INF.15

1. The WHC needs to improve co-ordination between the Bureau of the Controller and the WHC Secretariat in preparation of financial information for the World Heritage Fund
2. The WHC needs to improve its records that contain the documentation supporting financial activities related to the World Heritage Fund
3. The accounting for and reporting of expenditures and revenues needs to be strengthened
4. Internal controls over the recording of revenues need to be strengthened
5. The Fund should develop procedures to monitor its "Cash and term deposit account"
6. Unliquidated obligations are not reviewed and adjusted on a regular basis
7. The World heritage Committee needs to address concerns regarding cost for fund rising contracts
8. Better financial information can be provided to the World Heritage Committee
9. Training of Administrative Staff should be provided
10. Internal Audits should review the activities of the Centre and Found

2 The Suzhou decisions were taken at the 28th Session of the World heritage Committee, in order to apply the mechanism set out in paragraphs 1 to 5 of Decision 27 COM 14. They established the following decisions mechanism:

a) examine up to two complete nominations per State Party, provided that at least one of such nominations concerns a natural property;

b) set at 45 the annual limit on the number of nominations it will review , inclusive of nominations deferred and referred by previous sessions of the Committee, extensions (except minor modifications of limits of the
property), transboundary nominations, serial nominations and nominations submitted on an emergency basis,

c) the order of priorities for the examination of new nominations shall remain as decided by the Committee at its 24th session (2000):

(i) nominations of properties submitted by States Parties with no properties inscribed on the List,

(ii) nominations of properties from any State Party that illustrate unrepresented or less represented categories of natural and cultural categories,

(iii) other nominations,

(iv) when applying this priority system, date of receipt of full and complete nominations by the World Heritage Centre shall be used as secondary determining factor within
the category where the number of nomination fixed by the Committee has been reached

Questions	Concern				
	States parties	**WHC**	**UNESCO**	**Advisory bodies**	**Partners (UN agencies, NGOs, private partners…)**

• Questions for the WHC dealing with HR and people management :
 	
  o Staff and skills (forecasts, staffing, work load)
  o Procedures and reporting
  o Internal organization of units and sections and communication between units and sections
  o Working conditions
		X	X		

• Rewards and promotion mechanisms		X			
• Goal settings "Results and tasks"		X			

Example : contribution to the WHC process

Example **WHC processes and activities**

1. Protect the World Cultural and Natural Heritage

1.1. Manage the World Heritage List and the List of World Heritage in Danger	1.2. Work on the protection and conservation of World Heritage properties	1.3. Grant the International Assistance (World Heritage Fund)	1.4. Mobilization of support in favor of the Convention

2. Assist the Committee by a Secretariat

2.1. Organize the meetings of the General Assembly and the Committee	2.2. Consolidate and submit reports to the Committee	2.3. Follow-up of the decisions

3. Manage and administrate the World Heritage Centre

3.1. Budget and funding management	3.2. Human Resources management	3.3. IT management	3.4. General administration

2. GOVERNANCE/ MANAGEMENT OF THE CENTRE

☑ Purpose of the section :

- Assessing governance in terms of efficiency and difficulties between stakeholders and the Centre with an analysis of the decision making process
- Determining which recommendations from the 1997 Management Review have been implemented by the World Heritage Centre and UNESCO, and what have been the results of implementation

☑ Linked questions :

Questions	Concern				
	States parties	WHC	UNESCO	Advisory bodies	Partners (UN agencies, NGOs, private partners…)
• To what extent do your processes and activities are in accordance with the WHC's processes and activities? 　o Processes and activities 　o People (meetings, reporting…) 　o Responsibilities and reporting 　o Decision making	X	X	X	X	X
• How did you manage to implement the 1997 Management Review recommendations? 　o Strengthening cooperation of the WHC with the Science Sector and other parts of the Culture Sector. 　o Developing a coordinated plan for site monitoring activities, including missions, with Advisory Bodies and UNESCO Sectors, identifying which types of activities/missions are best undertaken by which organisations. 　o Developing mechanisms to enhance collegial decision-making, coordination and sharing of lessons learned.	X	X	X	X	X

3. RESULT BASED MANAGEMENT

☑ Purpose of the section :

- Determining which recommendations from the 1997 Management Review have been implemented by the World Heritage Centre and UNESCO, and what have been the results of implementation?

- Reviewing performance indicators linked to the 4 C's strategy

- Measuring consequences of designating "tangible heritage" inter alia as a "principal priority" and "World Heritage in Danger" as a "flagship activity" within UNESCO's Programme and Budget (ex :benefits from programme planning)

- Measuring how the resources and capacity of the WHC kept pace with the increasing work load (for instance: increasing number of sites, climate change…)

☑ Linked questions :

Questions	Concern				
	States parties	WHC	UNESCO	Advisory bodies	Partners (UN agencies, NGOs, private partners…)

• How did you manage to implement the 1997 Management recommendations?
 	
   o Reinforcing the working capacity of the WHC in terms of staff and financial resources.
 	
   o Developing criteria in order to evaluate the performance of international assistance projects.
 	
   o Reviewing ways in which the needs of the Committee meet the Centre and how these could be better served, with particular focus on the Centre's role as Secretariat of the Committee.
 	
   o Improving the management of information – archival and administrative – to strengthen corporate memory.
	X	X	X		

• How far are performance indicators understandable and reliable (definition, monitoring, etc.)?	X	X	X		
• What efforts have been made by the Centre to raise funds from varied sources?	X	X	X		X
• What do the States Parties think of the assistance provided by the World Heritage Centre?	X				

• Is there an overall satisfactory relationship between resources spent and results produced by the WHC?
 	
   o How did this relationship evolved in the past 10 years?
 	
   o How do you assess the overall quality of the work done?
	X		X	X	X

4. IMPROVEMENTS AND ACTION PLAN

☑ Purpose of the section :

- Identify ways and means through which the WHC may contribute better to promoting and integrating World Heritage within a sustainable developmental framework in States Parties to the Convention

- Qualify quantitative and qualitative improvements in performance management

☑ Linked questions :

Questions	Concern				
	States parties	WHC	UNESCO	Advisory bodies	Partners (UN agencies, NGOs, private partners…)
• To what extent do your processes and activities have changed in the 10 past years ? • How did you manage the scope changes in your business?		X			

• Identification of the principal obstacles met in the adoption of changes
  o Processes
  o Responsibilities
  o Resources / Tools
	X	X	X		

• What could be some change leverages within the WHC?	X	X	X	X	X
• What would be the organizational changes to operate (structures, procedures) and means of action (staff, calendar, other resources)?	X	X	X	X	
• What changes could be processed to in terms of governance, and accordingly to the Convention and Operational Guidelines?	X	X		X	

4.2 Interviewed people

Interview the different actors and principal WHC interlocutors have constituted the core of the audit. Three types of interview were realised (face to face in group, face to face individual and by phone) with five different categories of actors:

- World Heritage Centre,

- World Heritage Committee States,

- Unesco Headquarters

- Advisory Bodies

- Somme partners and UNESCO Field offices members

A total of sixty interviews were carried out:

- **Group face to face interviews** were carried out with different work teams of the Centre among them the chiefs of Units and Sections, staff, temporary posts and interns. 65 people from the Centre were interviewed in total (71% of the employees). These interviews were completed with individual interviews whenever it was necessary to carry out further analyses on some questions.

- **Individual Interviews were** realized with members of the World Heritage Committee States, World Heritage Centre officers, Unesco Headquarters members, Advisory Bodies directives as well as some partners.

- **Phone interviews** took place with States Parties delegates, UNESCO Field offices members, Advisory bodies directives and some partners no based in Paris

List of Interviews				
Entity	**Date of Interview**	**Section**	**Function**	**Name**
State Party	19 January/07	Canada	Focal Point	Ms. Christina Cameron
State Party	9/January/07	Chile	Ambassador, Permanent Delegate to UNESCO	H.E. Ms. Pilar Armanet
State Party	26 January/07	USA	Ambassador, Permanent Delegate to UNESCO	H.E. Ms. Louise Oliver,
State Party	22 January/07	New Zealand	New Zeeland Focal Point and chairpersons	Mr. Tumu te Heuheu,
State Party	7 February/07	India	Ambassador, Permanent Delegate to UNESCO	H.E. Ms. Bashwati Mukherjee
State Party	12 January/07	Lithuania	Focal point	H.E. Ms. Ina Marciulionite
State Party	8 January/07	Israel	Focal point	Prof. Mr. Turner
State Party	31 January/07	Japan	Researcher/Adviser Permanent Delegation of Japan to UNESCO	Ms.Kaori Kawakami
State Party	26 January/07	Morocco	Ambassador, Permanent Delegate to UNESCO	H.E. Ms. Aziza Bennani
State Party	25 January/07	Norway	Permanent Delegate to UNESCO	Mr. Ole Briseid
State Party	15 January/07	Saint-Lucia	Ambassador, Permanent Delegate to UNESCO	Ms. Vera Lacoeuilhe
State Party	5 February/07	Zimbabwe	Deputy Permanent Delegate	Mr Dawson Munjeri
Unesco Headquarters		General Direction	Deputy Director-General	Mr. Marcio Barbosa
Unesco Headquarters	12 January/07	Culture Sector	Assistant Director-General	Ms. Françoise Rivière
Unesco Headquarters	4 January/07	Culture Sector	Chief of Executive Office	Ms. Paola Leoncini-Bartoli
Unesco Headquarters	8 February/07	Division of Ecological and Earth Sciences	Director of Division	Mr. Natarajan Ishwaran
Unesco Headquarters	23 January/07	Unesco Natural Sciences Sector	Assistant Director-General	Mr. Walter Erdelen
Unesco Headquarters	9 January/07	Office of the Director-General	Officer Office of the Director-General	Ms. Cécile Duvelle
Unesco Headquarters	16 January/07	Intangible Heritage Section	Chief of Section	Mr. Rieck Smeets
Unesco Headquarters	24 January/07	Human Resources Management	Director	Ms. Dyane Dufresne-Klaus

List of Interviews				
Entity	**Date of Interview**	**Section**	**Function**	**Name**
Unesco Headquarters	26 January/07	Bureau of Public Information	Director	Mr. Saturnino Munoz Gomez
Unesco Headquarters	7 February/07	Division of Social Sciences Research and Policy	Programme specialist	Ms. Brigitte Colin
Unesco Headquarters	1 February/07	Bureau of Strategic Planning	Director	Mr. Hans d'Orville
Unesco Headquarters	18 January/07	Internal Oversight Service	Director	Mr. John Parsons
Unesco Headquarters	17 January/07	Budget Control Section	Chef of Section	Mr. John Haigh
Advisory Bodies	29 January/07	ICOMOS	Director of the World Heritage Programme	Ms. Regina Durighello
Advisory Bodies	17 January/07	ICCROM	Director-General	Mr. Mounir Bouchenaki
Advisory Bodies	17 January/07	ICCROM	Unit Director	Mr. Joseph King
Advisory Bodies	10 March/07	ICOMOS	Vice President, Member of the Executive Committee, former president of the World Heritage Committee and Coordinator of the ICOMOS World Heritage Convention Work Group	Mr. Tamas Fejerdy
Advisory Bodies	10 March/07	ICOMOS	Member of the Executive, former World Heritage rapporteur	Ms. Benedicte Selfslagh
Advisory Bodies	24 January/07	IUCN	Head - Programme on Protected Areas	Mr. David Sheppard
Other	18 January/07	NWHF	Director Nordic World Heritage Office	Ms.Anne-Kristin Endresen
Other	1 February/07	Former Staff member of the World Heritage Centre POL Unit	Former employee at the WHC Policy and Statutory Implementation Unit	Mr. Peter Stott
Other	6 March/07	Former Staff member of the World Heritage Centre Administrative Unit	Former Director of the World Heritage Centre Administrative Unit (2000-2002)	Ms. Josette Erfan
Other	8 March/07	Unesco Office in Havana	Director of Office	Mr. Herman Van Hooff
Other	8 March/07	UN Foundation	Senior Vice President	Ms. Melinda Kimble
Other	8 March/07	UN Foundation	Executive Assistant	Mr. Robin Horwitz
Other	8 March/07	UN Foundation	Senior Adviser for Unesco Affaires	M. Raymond Wanner

5 QUESTIONNAIRE

5.1 Questionnaire contents

Management Audit of the World Heritage Centre/Questionnaire

General Information/ Informations générales

Please fill in/ Veuillez compléter:

1. Name/ Nom:

La réponse est obligatoire.

2. Position/Fonction:

La réponse est obligatoire.

3. Institution/Institution:

La réponse est obligatoire.

4. Please tick the box of the entity you belong to/ Veuillez cocher l'entité dont vous faites partie :
- ○ 1. Advisory bodies/Organisations consultatives
- ○ 2. Partner/partenaire
- ○ 3. State Party Ambassador / Ambassadeur d'un Etat Partie
- ○ 4. Fields Offices/Bureaux Locaux

La réponse est obligatoire.

Process for the inscription of properties on the World Heritage List/Inscription d'un bien sur la Liste du PM

5. Activities conducted by the WHC in order to promote and preserve the World Heritage appear to you/Les actions menées par le CPM pour la promotion et la conservation du patrimoine mondial vous semblent...
- ○ 1. Very satisfactory/Très satisfaisante
- ○ 2. Satisfactory/Satisfaisante
- ○ 3. Somewhat satisfactory/Moyennement satisfaisante
- ○ 4. Unsatisfactory/Insatisfaisante

La question n'est pertinente que si Entity = "Partner/partenaire"

6. In a general way, have you noticed improvements or regressions on this point?/ De façon globale, constatez vous une amélioration/ dégradation sur ce point ?
- ○ 1. Improvements/améliorations
- ○ 2. Regressions/dégradations
- ○ 3. No change/pas de changement

La question n'est pertinente que si WHC Overall performance # "Non réponse"

7. Comment/commentaires:

La question n'est pertinente que si WHC Overall performance # "Non réponse"

8. How satisfied are you with the overall WHC's strategy to develop partnerships?/La stratégie générale de developpemnt de partenariats du CPM vous semble...
- ○ 1. Very satisfied/Très satisfait
- ○ 2. Satisfied/satisfait
- ○ 3. Somewhat Satisfied/Moyennement satisfait
- ○ 4. Somewhat Unsatisfied/ Pas très satisfait
- ○ 5. Unsatisfied/Insatisfait

La question n'est pertinente que si Entity = "Partner/partenaire"

9. Comment/commentaires

La question n'est pertinente que si WHC's strategy for the establishment of # "Non réponse"

Process for the inscription of properties on the World Heritage List/Inscription d'un bien sur la Liste du PM

10. Activities conducted by the World Heritage Centre in order to establish the World Heritage List appear to you…/De façon globale, les actions menées par le CPM pour la constitution de la liste du Patrimoine Mondial vous semblent...
- ○ 1. Very satisfactory/Très satisfaisantes
- ○ 2. Satisfactory/Satisfaisantes
- ○ 3. Somewhat Satisfactory/Moyennement satisfaisantes
- ○ 4. Not satisfactory/Insatisfaisantes

La question n'est pertinente que si Entity # "Partner/partenaire"

11. In a general way, have you noticed improvements or regressions on this point?/ De façon globale, constatez vous une amélioration/ dégradation sur ce point ?

○ 1. Improvements/améliorations   ○ 2. Regressions/dégradations   ○ 3. No change/pas de changement

La question n'est pertinente que si WH List: general perception # "Non réponse"

---

12. Comment/ Commentaire:

[   ]

La question n'est pertinente que si WH List: general perception # "Non réponse"

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13. In a general way how do you assess your awareness of the overall strategy in establishing the World Heritage List?/ Estimez-vous avoir une connaissance de la stratégie en matière de constitution de la liste du Patrimoine Mondial?

○ 1. Very clear/Très claire   ○ 2. Somewhat clear/Assez claire   ○ 3. Not very clear/Peu claire

La question n'est pertinente que si Entity # "Partner/partenaire"

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14. Comment/Commentaire

[   ]

La question n'est pertinente que si WH List: strategy awareness # "Non réponse"

---

15. The way in which this strategy is implemented appears to you:/ Cette stratégie vous parait-elle mise en œuvre de façon:

○ 1. Very satisfactory/Très satisfaisante   ○ 2. Satisfactory/Satisfaisante   ○ 3. Somewhat satisfactory/Moyennement satisfaisante

○ 4. Unsatisfactory/Insatisfaisante

La question n'est pertinente que si Entity # "Partner/partenaire"

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16. In a general way have you noticed improvements or regressions on this point?/De façon globale, constatez vous une amélioration /dégradation sur ce point ?

○ 1. Improvements/ Améliorations   ○ 2. Regressions/Dégradations   ○ 3. No change/ Pas de changement

La question n'est pertinente que si WH List:strategy satisfaction # "Non réponse"

---

17. Comment/Commentaires:

[   ]

La question n'est pertinente que si WH List:strategy satisfaction # "Non réponse"

---

18. What do you think of the guidance provided by the WHC?/Comment jugez-vous l'accompagnement par le CPM dans votre démarche?

○ 1. Very good/Très bien   ○ 2. Good/Bien   ○ 3. Acceptable/Fair   ○ 4. Poor/Déficient

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

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19. Comment/ Commentaire:

[   ]

La question n'est pertinente que si WHC guidance # "Non réponse"

GROUPE N°1

	1	2	3
20. During the inscription process is the information you are requested to provide by the WHC pertinent? / Les informations qui vous sont demandées au cours de la procédure d'inscription vous paraissent-elles pertinentes?	○	○	○
21. Are these information requests clear?/Ces demandes d'informations sont-elles claires ?	○	○	○
22. How do you assess the level and the frequency of the information you are provided by the WHC during the inscription process?/ Le niveau et la fréquence de l'information que vous recevez de la part du CPM quant à l'avancement de votre dossier est...	○	○	○

Very pertinent/Très pertinentes (1), Somewhat pertinent/Assez pertinentes (2), Not very pertinent/ Peu pertinentes (3).

---

23. How do you assess the quality of the technical advisory provided by the WHC during the inscription process?/Comment qualifierez-vous la qualité du conseil technique fourni par le CPM pendant le processus d'inscription?

○ 1. Very good/ Très bien   ○ 2. Good/ Bien   ○ 3. Fair/Acceptable   ○ 4. Poor/Déficient

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

---

24. Regarding this process, is the segregation of duties between the Advisory bodies and the WHC clear?/ Dans le cadre de ce processus, la division des tâches entre le CPM et les organisations consultatives vous paraît elle claire?

○ 1. Very clear/Très claire   ○ 2. Somewhat clear/Assez claire   ○ 3. Not very clear/Peu claire

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

25. When preparing your request for property inscription, do you work with other entities than the WHC and the Advisory Bodies?/Pour la préparation des dossiers de candidature sollicitez-vous d'autres intervenants que le CPM et les organisations consultative

    ○ 1. Always/Toujours   ○ 2. Often/Souvent   ○ 3. Sometimes/Parfois   ○ 4. Never/Jamais

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

---

26. Who?/Qui sont ces intervenants?:

☐ 1. The secretariat of the Unesco/ Le Secretariat de l'UNESCO

☐ 2. Private, Public and NGO partners/ Partenaires du secteur public, privé et ONGs

☐ 3. Other actors of the UNESCO's Culture Sector/Autres instances du secteur Culture de l'UNESCO

☐ 4. Others/Autres

Vous pouvez cocher plusieurs cases.
La question n'est pertinente que si WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_AU = "Always/Toujours" ou WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_AU = "Often/Souvent" ou WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_AU = "Sometimes/

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27. Si 'Others/Autres', précisez :Who?/Qui?

---

28. You look for external technical advice, because.../Vous cherchez le conseil technique d'autres experts parce que...

☐ 1. You are used to work together/Vous avez l'habitude de travailler avec eux

☐ 2. Their technical advisory is better than the WHC's/ Leur conseil technique est de meilleure qualité que celui du CPM

☐ 3. They provide you answer faster than the WHC does/ Leurs réponses sont plus rapides que celles du CPM

Vous pouvez cocher plusieurs cases.
La question n'est pertinente que si WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_AU = "Always/Toujours" ou WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_AU = "Often/Souvent" ou WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_AU = "Sometimes/

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29. Comment/Commentaire:

La question n'est pertinente que si WHC guidance _AUTRE_AUTRE_AUTRE_AUTRE_A2 # "Non réponse"

---

30. Do you think being part of the Committee is an advantage for States Parties in their relationships with the WHC?/Estimez-vous que le fait de partie du Comité est une avantage pour les Etats Parties dans leur relation avec le CPM?

    ○ 1. Yes/Oui   ○ 2. No/Non   ○ 3. No opinion/Ne sait pas

La question n'est pertinente que si Entity # "Partner/partenaire"

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31. These advantages concern…/Ces avantages concernent…

☐ 1. Financial resources allocation/Attribution des ressources financières   ☐ 2. Information access/Accès à l'information

☐ 3. Inscription on the List/Inscription des biens sur la liste   ☐ 4. Other/Autre

Vous pouvez cocher plusieurs cases (3 au maximum).
La question n'est pertinente que si Membership States P to the Committee = "Yes/Oui"

---

32. If "other" specify/ si "Autre" précisez:

La question n'est pertinente que si Membership States P to the Committee # "Non réponse"

Protection, Conservation and Properties Management/Protection, conservation et gestion des biens

33. How would you assess the actions undertaken by the WHC as far as Protection,Conservation and Properties Management are concerned?/Comment jugez-vous l'action du CPM dans ses activités de protection et conservation du PM?

    ○ 1. Very good/ Très bien   ○ 2. Good/Bien   ○ 3. Fair/Acceptable   ○ 4. Poor/Déficient

La question n'est pertinente que si Entity # "Partner/partenaire"

---

34. In a general way, have you noticed improvements or regressions on this point? / De façon globale, constatez vous une amélioration /dégradation sur ce point ?

    ○ 1. Improvements/Améliorations   ○ 2. Regressions/Dégradations   ○ 3. No change/ Pas de changement

La question n'est pertinente que si actions on protection and conservation # "Non réponse"

---

35. Comment/Commentaire:

La question n'est pertinente que si actions on protection and conservation # "Non réponse"

36. How satisfied are you with the WHC dealing with the Assistance requests for properties in danger?/ Etes-vous satifait avec l'action du CPM lors de demandes d'assistance concernant les biens en péril?

○ 1. Very satisfied/Très satisfait   ○ 2. Satisfied:satisfait   ○ 3. Somewhat Satisfied/Moyennement satisfait

○ 4. Somewhat Dissatisfied/ Pas tred satisfait   ○ 5. Dissatisfied/Insatisfait

La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives" ou Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

---

37. Comment/commentaire

La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives" et Assistance requests for properties in da # "Non réponse"

---

38. How satisfied are you with the WHC as co-ordinator of the "periodic reporting" process?/Comment jugez-vous l'action du CPM en tant que coordinateur du processus d'élaboration des "rapports périodiques"?

○ 1. Very satisfied/Très satisfait   ○ 2. Satisfied/satisfait   ○ 3. Somewhat satisfied/Moyennement satisfait

○ 4. Somewhat dissatisfied/ Pas très satisfait   ○ 5. Dissatisfied/Insatisfait

La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives" ou Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

---

39. In a general way, have you noted improvements or regressions on this point?/De façon globale, constatez vous une amélioration /dégradation sur ce point?

○ 1. Improvements/Améliorations   ○ 2. Regressions/Dégradations   ○ 3. No change/ Pas de changement

La question n'est pertinente que si co-ordinator of the "periodic reporting" # "Non réponse"

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40. Comment/ Commentaire

La question n'est pertinente que si co-ordinator of the "periodic reporting" # "Non réponse"

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41. Concerning the periodic reporting, how satisfied are you with the way the issues raised in this reports are taken into account by the WHC?/Les difficultés soulevées dans les rapports périodiques sont prises en compte et traitées par le CPM de manière...

○ 1. Very satisfied/Très satisfait   ○ 2. Satisfied/satisfait   ○ 3. Somewhat Satisfied/Moyennement satisfait

○ 4. Somewhat Unsatisfied/ Pas très satisfait   ○ 5. Unsatisfied/Insatisfait

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie" ou Entity = "Advisory bodies/Organisations consultatives"

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42. Comment/ Commentaire

La question n'est pertinente que si Issues raised in periodic reports # "Non réponse"

---

43. How satisfied are you with the WHC activities connected to the mobilization of financial resources?/Etes-vous satisfait de l'action du CPM pour mobiliser des ressources financières?

○ 1. Very satisfied/Très satisfait   ○ 2. Satisfied/satisfait   ○ 3. Somewhat Satisfied/Moyennement satisfait

○ 4. Somewhat Unsatisfied/ Pas très satisfait   ○ 5. Unsatisfied/Insatisfait

La question n'est pertinente que si Entity # "Partner/partenaire"

GROUPE N°2

1 2 3 4 5 6 7 8 9 1 0

44. Actions carried out in order to develop potential partnerships are (answer in terms of sufficience and pertinency criteria)/
A votre avis, les actions menées pour le développement des partenariats sont (répondez en termes de pertinence et sufissance) ☐☐☐☐☐☐☐☐☐☐

45. Actions connected to the International fund-rising mobilisation campaigns are/Les actions menées en termes de campagnes internationales sont (pertinence et suffisance) ☐☐☐☐☐☐☐☐☐☐

Very sufficient/Très suffisantes (1), Sufficient/ Suffisantes (2), Somewhat sufficient/Moyennement suffisantes (3), Somewhat insufficient/ Plutôt insuffisantes (4), Insuffisantes/insufficient (5), Very pertinent/Très pertinentes (6), Pertinent/ Pertinentes (7), Somewhat pertinent/Moyennement pertinentes (8), Not very pertinent/Pas très pertinentes (9), No pertinent/Pas pertinentes (10).

---

46. How do you assess the actions carried out by the WHC to promote a WH List more representative, balanced and credible?/ Comment évaluez-vous les initiatives du CPM pour la constitution d'une liste du PM plus représentative, équilibrée et crédible?

○ 1. Very pertinent/Très pertinentes   ○ 2. Somewhat pertinent/Assez pertinentes   ○ 3. Not very pertinent/Peu pertinentes

La question n'est pertinente que si Entity # "Partner/partenaire"

47. Comment/commentaire:

La question n'est pertinente que si WHC'S action: List more representative, # "Non réponse"

---

48. How sufficient and pertinent are the WHC actions regarding the training strategy of site managers?/ Comment jugez-vous l'action du CPM en termes de stratégie de formation des gestionaires des sites?(répondez en termes de sufissance et pertinence)

☐ 1. Very sufficient/Très suffisantes   ☐ 2. Sufficient/ Suffisantes

☐ 3. Somewhat sufficient/Moyennement suffisantes   ☐ 4. Somewhat insufficient/ Plutôt insuffisantes

☐ 5. Insuffisantes/insufficient   ☐ 6. Very pertinent/Très pertinentes

☐ 7. Somewhat pertinent/Assez pertinentes   ☐ 8. Not very pertinent/Peu pertinentes

Vous pouvez cocher plusieurs cases (2 au maximum).
La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives" ou Entity = "Fields Offices/Bureaux Locaux" ou Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie

---

49. Comment/commentaire:

La question n'est pertinente que si How sufficient and pertinent are # "Non réponse"

---

50. How sufficient is the assistance provided by the WHC regarding the realization of on-site promotional and educational projects?/Evaluez le conseil fourni par le CPM pour la réalisation des projets éducatifs et promotionnels en termes de suffisance.

○ 1. Very sufficient/Très suffisantes   ○ 2. Sufficient/ Suffisantes

○ 3. Somewhat sufficient/Moyennement suffisantes   ○ 4. Somewhat insufficient/ Plutôt insuffisantes

○ 5. Insuffisantes/insufficient

La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives" ou Entity = "Fields Offices/Bureaux Locaux" ou Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

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51. How pertinent is the assistance provided by the WHC regarding the realization of on-site promotional and educational projects?/Evaluez le conseil fourni par le CPM pour la réalisation des projets éducatifs et promotionnels en termes de pertinence?

○ 1. Very pertinent/Très pertinentes   ○ 2. Pertinent/ Pertinentes

○ 3. Somewhat pertinent/Moyennement pertinentes   ○ 4. Not very pertinent/Pas très pertinentes

○ 5. No pertinent/Pas pertinentes

La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives" ou Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie" ou Entity = "Partner/partenaire"

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52. Comment/commentaire:

La question n'est pertinente que si Assisatance on on-site projects making # "Non réponse" ou petinency of WHC advice # "Non réponse"

Granting and co-ordination of International Assistance under the World Heritage Fund/ Octroi et coordination de l'assistance internationale issue du Fonds du Patrimoine Mondial

53. In your opinion, how clear is the overall management of the World Heritage Fund?/Comment évaluez-vous la clarté de la gestion des Fonds du Patrimoine Mondial par le CPM ?

○ 1. Very understandable/Très Lisible   ○ 2. Understandable/ Lisible   ○ 3. Somewhat understandable/ Moyennement lisible

○ 4. Not very understandable   ○ 5. Insuffisamment lisible/Unclear

La question n'est pertinente que si Entity # "Partner/partenaire"

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54. In your opinion, how efficient is the overall management of the World Heritage Fund? / Globalement, comment évaluez-vous la gestion général du Fonds du Patrimoine Mondial par le CPM ?

○ 1. Very efficient/Très efficiente   ○ 2. Somewhat efficient/Assez efficiente   ○ 3. Not very efficient/Moyennement efficiente

○ 4. Not efficient/ Non efficiente

La question n'est pertinente que si Entity # "Partner/partenaire"

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55. Comment/Comentaire:

La question n'est pertinente que si Management of the World Heritage Fund # "Non réponse" et Management of the World Heritage Fund1 # "Non réponse"

56. How satisfied are you regarding the WHC assistance related to the conception and implementation of Assistance requests?/Etes-vous satisfait de l'activité de conseil du CPM dans l'élaboration et la réalisation des demandes d'assistance internationale?

○ 1. Very satisfied/Très satisfait   ○ 2. Somewhat Satisfied/Moyennement satisfaits   ○ 3. Somewhat Unsatisfied/Pas très satisfait
○ 4. Unsatisfied/Insatisfaits

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

57. Comment/commentaire:

La question n'est pertinente que si assistance on Assistance requests # "Non réponse"

GROUPE N°3

	1	2	3	4
58. Are the payments from the WHC done in compliance with the procedures (delays, payment procedures)?/Le versement des payments par le WHC est-il réalisé en conformité avec les procédures?(délais,etc)	○	○	○	○
59. Is the post-assistance monitoring process efficient?/ Le processus de suivi post-assistance est-il efficient?	○	○	○	○

Always/Toujours (1), Often/Souvent (2), Sometimes/ Parfois (3), Never/Jamais (4).

WHC's interface role evaluation/ Evaluation générale du CPM en tant que coordinateur des acteurs du Patrimoine mondial

GROUPE N°4

	1	2	3	4
60. How satisfied are you with the way the WHC requests you for technical advice?/Etes-vous globalement satisfait de la façon dont le CPM vous sollicite pour émettre des avis techniques?	○	○	○	○
61. Are you satisfied with the way the information needed is provided to you by the WHC(Quality and punctuality)?/Les informations nécessaires à la conduite de vos travaux vous sont elles transmises de manière satisfaisante(qualité et ponctualité)?	○	○	○	○

Very satisfied/Très satisfait (1), Somewhat Satisfied/Moyennement satisfaits (2), Somewhat Unsatisfied/Pas très satisfait (3), Unsatisfied/Insatisfaits (4).

GROUPE N°5

	1	2	3
62. In a general way, have you noticed improvements or regressions on this point?/Constatez-vous une amélioration/ dégradation sur ce point?	○	○	○
63. Is the allocation of tasks and functions between the WHC and you clear?/ La répartition des rôles et attributions entre le CPM et vous, vous parait-elle claire ?	○	○	○

Improvements/améliorations (1), Regressions/dégradations (2), No change/pas de changement (3).

64. Comment/Commentaire:

La question n'est pertinente que si llocation of tasks and functions # "Non réponse"

65. How satisfied are you with the way your work and conclusions are taken into account?/Etes-vous satisfait de la manière dont vos travaux et avis sont pris en compte?

○ 1. Very satisfied/Très satisfait   ○ 2. Somewhat Satisfied/Moyennement satisfaits   ○ 3. Somewhat Unsatisfied/Pas très satisfait
○ 4. Unsatisfied/Insatisfaits

La question n'est pertinente que si Entity = "Advisory bodies/Organisations consultatives"

66. In a general way, have you noticed improvements or regressions on this point?/Constatez-vous une amélioration/dégradation?

○ 1. Improvements/améliorations   ○ 2. Regressions/dégradations   ○ 3. No change/pas de changement

La question n'est pertinente que si Take into account of works by WHC # "Non réponse"

67. Comments/Commentaire:

La question n'est pertinente que si Take into account of works by WHC # "Non réponse"

GROUPE N°6

	1	2	3

68. Regarding the statement "Concerning the coordination of missions of evaluation on properties, sometimes WHC's work overlap with my work" would you say you …(vous trouverez la traduction française de cette question dans le numéro 66)   ○ ○ ○

69. Face à l'affirmation "Dans la coordination des missions d'évaluation des biens du PM, quelque fois le travail du CPM fait doublon avec le travail de notre entité" vous diriez...(this question is the traduction of number 65, already answer by you)   ○ ○ ○

Strongly Agree (1), Somewhat Agree (2), Disagree (3).

70. Comment/commentaire:

La question n'est pertinente que si work overlap # "Non réponse" ou Work overlap french # "Non réponse"

71. How would you rate the availability/reactivity of the WHC?/Comment jugez-vous la réactivité/disponibilité du CPM?
   ○ 1. Very good/ Très bien   ○ 2. Good/Bien   ○ 3. Fair/Acceptable   ○ 4. Poor/Déficient

72. In a general way, have you noticed improvements or regressions on this point?/Constatez-vous une amélioration/dégradation sur ce point?
   ○ 1. Improvements/améliorations   ○ 2. Regressions/dégradations   ○ 3. No change/pas de changement

La question n'est pertinente que si Reactivité/disponibilité du CPM # "Non réponse"

73. Comment/Commentaire:

La question n'est pertinente que si Reactivité/disponibilité du CPM # "Non réponse"

74. Do you think that the organization of the WHC (process, responsibilities and tasks) is it clear and transparent?/ Estimez-vous que l'organisation du CPM (procédures, rôle et attributions) est claire et transparente?
   ○ 1. Very understandable/ Très claire   ○ 2. Somewhat understandable/Assez claire   ○ 3. Not very unerstandable/ Peu claire

75. Commentaire/Comment:

La question n'est pertinente que si Understanding of WHC's organization # "Non réponse"

76. When dealing with WHC, how often do you face with difficulties?/ Avec quelle fréquence est-ce que vous rencontrez des difficultés dans votre relation avec le CPM?
   ○ 1. Always/Toujours   ○ 2. Often/Souvent   ○ 3. Sometimes/ Parfois   ○ 4. Never/Jamais

77. Comment/Commentaires:

La question n'est pertinente que si Difficulties on relations with WHC # "Non réponse"

When dealing with WHC you find difficulties...

	1	2	3	4

78. In dealing with WHC do you find difficulties linked to employees' turn-over... / dans votre relation avec le CPM vous rencontrez des difficultés liées au changement d'interlocuteur...   ○ ○ ○ ○

79. In dealing with WHC you find difficulties in finding the right interlocutor.../dans votre relation avec le CPM vous avez des difficultés à trouver le bon interlocuteur...   ○ ○ ○ ○

80. In dealing with WHC you find difficulties in meeting interlocutors.../dans votre relation avezc le CPM vous avez des difficultés à joindre vos interlocuteurs...   ○ ○ ○ ○

Always/Toujours (1), Often/Souvent (2), Sometimes/Parfois (3), Never/Jamais (4).

81. In dealing with WHC you find difficulties linked to lacks in interlocutor's skills.../dans votre relation avec le CPM vous rencontrez des difficultés liées au manque de compétences techniques de vos interlocuteurs...
   ○ 1. Always/Toujours   ○ 2. Often/Souvent   ○ 3. Sometimes/Parfois   ○ 4. Never/Jamais

La question n'est pertinente que si Entity = "Partner/partenaire"

82. Do you find any other kind of difficulties in dealing with WHC?/Est-ce que vous rencontrez des difficultés autres que les citées dans votre relation avec le CPM?

○ 1. OUI ○ 2. NON

La question n'est pertinente que si Entity # "Partner/partenaire"

83. Si 'OUI', précisez :

[ ]

Secretariat to the World Heritage Committee Activities/ Activités liées au Secrétariat du Comité (Questions réservées aux membres actuels du Comité)

84. In a general way, how would you assess the WHC work as Secretariat to the Committee?/De façon globale, comment jugez-vous le travail du CPM en tant que Secrétariat du Comité?

○ 1. Very good/ Très bien ○ 2. Good/Bien ○ 3. Fair/Acceptable ○ 4. Poor/Déficient

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

GROUPE N°7

	1	2	3
85. Regarding this function, is the seggregation of duties between the Secretariat of the Unesco and the WHC clear?/ Dans le cadre de ce travail, la division des tâches entre le CPM et le Secrétariat de l'Unesco vous paraît-elle caire?	○	○	○
86. Have you noticed improvements or regressions regarding the WHC performance in this point?/ De façon globale, constatez vous une amélioration ou dégradation en termes de qualité ?	○	○	○
87. Have you noticed improvements or regressions regarding the respect in schedule for providing needed documents?/Constatez-vous une amélioration /dégradation en termes de respect du planning de remise des documents?	○	○	○

Very clear/Très claire (1), Somewhat clear/Assez claire (2), Not very clear/Peu claire (3).

88. Comment/commentaire:

[ ]

La question n'est pertinente que si WHC as secretariat _AUTRE_AUTRE # "Non réponse"

89. How satisfied are you with the organization of meetings?/Comment jugez-vous l'organisation des réunions ?

○ 1. Very satisfied/Très satisfait ○ 2. Somewhat Satisfied/Moyennement satisfaits ○ 3. Somewhat Unsatisfied/Pas très satisfait
○ 4. Unsatisfied/Insatisfaits

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

90. Regarding quality criteria, the information is:
En termes de qualité, l'information transmise est :

○ 1. Very sufficient/Très suffisantes ○ 2. Sufficient/ Suffisantes
○ 3. Somewhat sufficient/Moyennement suffisantes ○ 4. Somewhat insufficient/ Plutôt insuffisantes
○ 5. Insuffisantes/insufficient

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

91. Comment/commentaire:

[ ]

La question n'est pertinente que si Qualite of the information # "Non réponse"

92. Regarding the pertinence, the information is:
En termes de pertinence,l'information transmise est :

○ 1. Very pertinent/Très pertinentes ○ 2. Pertinent/ Pertinentes
○ 3. Somewhat pertinent/Moyennement pertinentes ○ 4. Not very pertinent/Pas très pertinentes
○ 5. No pertinent/Pas pertinentes

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

93. Comment/commentaire:

[ ]

La question n'est pertinente que si Pertinencer of the information # "Non réponse"

GROUPE N°8

	1	2	3	4

94. Information is provided to you on time?/L'information vous parvient-elle dans des délais satisfaisants ? ○ ○ ○ ○

95. Co-ordination between WHC and the Advisory Bodies appears to you as/La coordination du Centre du Patrimoine Mondial avec les organismes consultatifs vous parait-elle satisfaisante? ○ ○ ○ ○

Always/Toujours (1), Often/Souvent (2), Sometimes/ Parfois (3), Never/Jamais (4).

96. How do you assess partnership developing and management in order to promote the World heritage? / Comment évaluez-vous la gestion des partenariats en termes de promotion du patrimoine mondial ?
- ○ 1. Very pertinent/Très pertinentes
- ○ 2. Pertinent/ Pertinentes
- ○ 3. Somewhat pertinent/Moyennement pertinentes
- ○ 4. Not very pertinent/Pas très pertinentes
- ○ 5. No pertinent/Pas pertinentes

La question n'est pertinente que si Entity = "State Party Ambassador / Ambassadeur d'un Etat Partie"

97. In a general way, have you noticed improvements or regressions in this point?/ De façon globale, constatez vous une amélioration/dégradation sur ce point ?
- ○ 1. Improvements/Améliorations
- ○ 2. Regressions/Dégradations
- ○ 3. No change/ Pas de changement

La question n'est pertinente que si Co-ordination between WHC and Advisory 1 # "Non réponse"

98. Comment/commentaire:

La question n'est pertinente que si Co-ordination between WHC and Advisory 1 # "Non réponse"

GROUPE N°9

	1	2	3	4	5

99. What do you think about the quantity of databases and tools provided by the WHC (electronic mailing lists, databases, etc)?/Quelle est votre perception de la quantité des outils et bases de données mises à votre disposition par le CPM? ○ ○ ○ ○ ○

100. What do you think about the relevance of databases and tools provided by the WHC (electronic mailing lists,databases, etc)/ Quelle est votre perception de la pertinence des outils et bases de données mises à votre disposition par le CPM? ○ ○ ○ ○ ○

Very sufficient/Très suffisantes (1), Sufficient/ Suffisantes (2), Somewhat sufficient/Moyennement suffisantes (3), Somewhat insufficient/ Plutôt insuffisantes (4), Insuffisantes/insufficient (5).

GROUPE N°10

	1	2	3

101. Are the databases and tools provided by the WHC (electronic mailing lists, databases, etc)userfriendly?/pensez vous que les outils et bases de données mises à votre disposition par le CPM sont elles pratiques d'utilisation? ○ ○ ○

102. In a general way, have you noticed improvements or regressions in this point?/De façon globale, constatez vous une amélioration /dégradation sur ce point? ○ ○ ○

Simple utilization/Pratique d'utilisation (1), Somewhat simple utilization/Moyennement pratique (2), Complex utilization/Peu pratique (3).

103. Comment/commentaire:

La question n'est pertinente que si Co-ordination between WHC and Advisory 5 # "Non réponse" ou Co-ordination between WHC and Advisory 6 # "Non réponse" ou Co-ordination between WHC and Advisory 7 # "Regressions/dégradations"

104. Rank from 1 to 6 (1=most important) the main difficulties faced by the WHC in carrying out its tasks of Secretariat/ Notez de 1 à 6 (1 = plus important)chacune des difficultés rencontrées par le CPM dans l'accomplissement de sa mission de Sécretar

1. Lack of Human resources missing/manque des ressources humaines

2. Deficient Employee's skills/ insuffisance de qualification des effectifs

3. Lack of financial resources/manque de moyens financiers

4. Lack of TIC ressources/Pas assez des ressources d'information/de technologie

5. Complex decisional process/Difficultés de communication entre secteurs

6. Uneffective Organization processes/Défauts de mise en œuvre des procédures internes

☐ ☐ ☐ ☐ ☐ ☐

Ordonnez 6 réponses.

105. Comment/commentaire:

La question n'est pertinente que si difficulties # "Non réponse"

106. Date de saisie

107. Adresse IP / Nom de la machine

5.2 Questionnaire recipients

	List of Questionnaire Recipients	
	Entity	**Solicited person**
1	State Partie: Benin	Mr. Isidore Monsi
2	State Partie: Canada	Mr. John Pinkerton
3	State Partie: Spain	H.E. Ms. Maria San Segundo
4	State Partie: Spain	Mr. Luis Lafuente
5	State Partie: Japan	H.E. Mr. Teiichi Kondo
6	State Partie: Kenya	H.E. Ms. Mary Khimulu
7	State Partie: Koweit	H.E. Mr. Abdulrazzak Al-Nifsi
8	State Partie: Mautitius	H.E. Ms. Indira Savitree Thacoor-Sidaya
9	State Partie: New Zeland	Mr. John Paki
10	State Partie: Netherlands	Ms. Carole Westrik
11	State Partie: Peru	Mr. Carlos Cueto
12	State Partie: Korea	H.E. Mr. Chul-ki Ju
13	State Partie: Italy	Ms. Cristina Carenza
14	State Partie: France	Ms. Catherine Dumesnil
15	State Partie: United Kingdom	Mr. Christopher Young
16	UNESCO Field Offices: Havana	Mr. Herman Van Hooff
17	UNESCO Field Offices: Bangkok	Mr. Richard Engelhardt
18	UNESCO Field Offices: Teheran	Ms. Junko Taniguchi
19	UNESCO Field Offices: New York	Ms. Sarah Titchen
20	UNESCO Field Offices: Addis-Ababa	Ms. Fumiko Ohinata
21	UNESCO Field Offices: Dar es Salaam	Mr. Tim Curtis
22	UNESCO Field Offices: New Dehli	Ms. Minja Yang
23	UNESCO Field Offices: Addis-Ababa	Mr. Awad Elhassan
24	UNESCO Field Offices: Maputo	Mr. Benoît Sossou
25	UNESCO Field Offices: Bamako	Mr. Firmin Matoko
26	UNESCO Field Offices: Mexico	Mr. Luis Manuel Tiburcio
27	UNESCO Field Offices: Amann	Mr. Philippe Delanghe
28	UNESCO Field Offices: Beyrout	Ms. Tamara Teneshvili
29	UNESCO Field Offices: Rabat	Mr. Mohamed Ould Katthar
30	UNESCO Field Offices: Ramallah	Ms. Costanza Farina
31	UNESCO Field Offices: Ramallah	Mr. Giovanni Fontana
32	UNESCO Field Offices: Tashkent	Mr. François Langlois
33	UNESCO Field Offices: Jakarta	Mr. Qunli Han
34	Advisory Body: IUCN	Mr. Pedro Rosabal
35	Advisory Body: IUCN	Mr. Pierre Galland
36	Advisory Body: IUCN	Mr. Bastian Bomhard
37	Advisory Body: IUCN	Mr. Marc Hockings
38	Advisory Body: ICOMOS	Mr. Giora Solar
39	Advisory Body: ICOMOS	Mr. Dino Bumbaru
40	Advisory Body: ICOMOS	Mr. Jukka Jokilehto
41	Advisory Body: ICOMOS	Mr. Herb Stovel
42	Advisory Body: ICOMOS	Ms. Susan Denyer
43	Advisory Body: ICCROM	Mr. Gamini Wijesuriya
44	Partner: NWHF	Mr. Harald Bauer Bredesen
45	Partner: AWHF	Mr. Themba Wakashe

List of Questionnaire Recipients

	Entity	Solicited person
46	Partner: Organization of World Heritage Cities	Mr. Denis Ricard
47	Partner: World Monuments Fund	Mr. Gaetano Palumbo
48	Partner: World Monuments Fund USA	Ms. Michelle Berenfeld
49	Partner: World Monuments Fund	Ms. Bonnie Burnham
50	Partner: UNF	Ms. Melinda Kimble
51	Partner: UNF	Ms. Erika Harms
52	Partner: UNF	Mr. Ray Wanner
53	Partner: German World Heritage Foundation	Ms. Brigitte Mayerhofer
54	Partner: ICOM	Ms. Alissandra Cummings
55	Partner: Tervuren Museum	Mr. Guido Greyssels
56	Partner: University Aachen, Germany	Prof. Michael Jansen
57	Partner: Modena University and ENEA	Prof. Claudio Margottini
58	Partner: Australia	Prof. Lyndel Prott
59	Partner: Commission nationale suisse	Mr. Nicolas Mathieu
60	Partner: Ravensbourne College, UK	Prof. Paul Thomas
61	Partner: National Museum, Teheran	Mr. Rasool Vatandoust
62	Partner: UNESCO Chair Holder, BTU Cottbus	Prof. Maria-Theres Albert
63	Partner: Institute on Rivers and Heritage, Mi	Mr. Vincent Rotge
64	Partner: Universidad Politécnica de Valencia	Mr. José Luis Montalva Conesa
65	Partner: University of Newcastle-upon-Tyne,	Prof. Peter Stone
66	Partner: Vocations patrimoine	Ms. Beatrice de Foucauld
67	Partner: Evergreen Digital Contents, Japan	Mr. Hironao Imazu
68	Partner: Dentsu, Japan	Mr. Fujiwara
69	Partner: Telepool, Germany	Mr. Reinhard Schultze
70	Partner: Jet tours, France	Ms. Isabelle Lacarrau Le Roux
71	Partner: Hewlett-Packard, Europe	Mr. Michel Benard
72	Partner: National Geographic Maps, USA	Mr. Allen Caroll
73	Partner: National Geographic Maps, USA	Ms. Kris French
74	Partner: Our Place - WH Ltd	Mr. Geoff Steven
75	Partner: Voyages-sncf.com	Mr. Florian Dagron
76	Partner: UNWTO	Mr. Eugenio Yunis
77	Partner: UNDP Small Grants programme	Ms. Terence Hay-Edie
78	Partner: World Bank	Ms. Arlene Fleming
79	Partner: Latin America infrastructure	Mr. Roberto Chavez
80	Partner: Central Africa Forests	Mr. Giuseppe Topa
81	Partner: GEF Secrétariat	Mr. Gonzalo Castro
82	Partner: Democratic Republic of the Congo	Mr. Kalemani Mulongoy
83	Partner: Ramsar	Mr. Peter Bridgewater
84	Partner: UNFIP	Mr. Will Kennedy
85	Partner: Programme Conservation, India	Mr. Sarat Babu Gidda

6 ANALYZE OF THE WORLD HERITAGE CENTRE WORK PROCESSES

Process | **Role of the WHC**

Operational guidelines and rules of procedures

1

1. **Statutory meetings (GA & Committee)**
   - 1.1 Organization of candidatures of SP to the Committee
   - 1.2. Preparation of sessions
   - 1.3 Secretariat during the sessions of the Committee
   - 1.4 Secratariat after the sessions of the Committee

2. **Tentative lists**
   - 2.1 Reception, registration, transmission to the ABs
   - 2.2 Presentation to the Committee

3. **Inscription of properties on the WH List**
   - 3.1 Reception, check and transmission to the ABs
   - 3.2 Focal point during the evaluation process
   - 3.3 Presentation to the Committee

4. **Reactive monitoring : SOC reports**
   - 4.1 Reception of information on the state of conservation of sites
   - 4.2 Organisation of specific actions if missing information
   - 4.3 Reporting to the Committee

5. **Periodic report**
   - 5.1 Support and coordination of SP for the national reports
   - 5.2.Synthesis of the regional report and presentation to the Committee
   - 5.3 Follow-up and support for regional action plans

6. **International assistance**
   - 6.1 Reception of requests, check and transmission to the ABs
   - 6.2 Joint evaluation and decisions on attribution
   - 6.3 Follow-up, evaluation and reporting to the Committee

7. **Mobilization of resources**
   - 7.1 Support to SP for mobilizing financial and technical resources
   - 7.2 Coordination with other actors/ conventions

8. **Promotion & communication**
   - 8.1 Activities targeted to the public and publications
   - 8.2 Answering to information requests
   - 8.3 Management of the Emblem

9. **Implementation of the decisions of the Committee & GA**

Transversal

A. **Archiving & Knowledge management**
   - A.1 Data-bases and Web sites
   - A.2 Archiving and conservation

B. **B. Advising to SP**

2 UNESCO

1. **Tangible Heritage**
   - Operational projects and conservation campaigns
   - Secretariat to other conventions
   - Activities of the C/5

2. **Unesco Processes**
   - Requests of the DG and of the ADG (meetings, missions, briefings)
   - Tasks related to budgetary and administrative processes
   - Management of contracts with the ABs

Lexicon :
GA: General Assembly
SP: State Party
AB: Advisory Body
WHC: World Heritage Centre
WH: World Heritage
WHF: World Heritage Fund
IA: International Assistance
POL : Policy and Statutory Meetings Section

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| 1 | **Statutory meetings (GA & Committee)** | **1.1 Organization of candidatures of SP to the Committee** | **1.2. Preparation of sessions** | **1.3 Secretariat during the sessions of the Committee** | **1.4 Secretariat after the sessions of the Committee** |

- The process **« 1. Statutory meetings »** concerns the tasks related to the organization of the Committee sessions of the General Assembly of SP :
  - ✓ Ordinary sessions of the Committee which take place once a year in June/ July in the country of the President of the Committee
  - ✓ Extra-ordinary sessions of the Committee which take place on demand (an average of one every 2 years in December in Paris)
  - ✓ The General Assembly of the SP to the Convention which takes place every 2 years
- The role of WHC in this process is detailed in the Operational Guidelines and by the rules of procedures of the Committee and of the General Assembly
- The WHC coordinates process of electing members of the Committee during the General Assembly (detailed in 1.1)

- Links with other process
  - ✓ All other processes are linked as long as there is a document submitted to the Committee, but the process « 6. International Assistance is also concerned since the IA can be a financial help to SP for the participation of their delegates to the sessions of the Committee
  - ✓ The cross-cutting process "A. Archiving et Knowledge management" is linked to this process; the Operational Guidelines make the WHC responsible for the following activities : Maintaining and on-line publishing of a database of all the documents submitted to the Committee and to the General Assembly and of all decisions, as well as the on-line publishing of circular letters to the SP

Main evolutions since 2000
- **Revision of the Operational Guidelines** with a more detailed presentation of the role of the different actors, and of the WHC in particular (2005)
- **Change in the calendar** : Annual session of the Committee moved from December to June in 2002
- **Modification of the role of the Bureau** and suppression of its formal meetings apart from the Committee sessions since 2003
- **Increase in the number and in the size of the documents** which must be prepared by the WHC for the sessions of the Committee :
  - ✓ A report des decisions realized during the session of the Committee and adopted at the end of the session (2003)
  - ✓ A Summary Record of the sessions of the Committee to be published within 3 months after the end of the sessions with a validation process by the different speakers (2003)
  - ✓ A datase of decisions (2003)
  - ✓ Report on the level of implementation of the decisions of the Committee
- Increase in the number of participants au Committee (around 700 during the Committee in 2006)

Main evolutions in the organization of the WHC
- **Creation of a section dedicated** to the Secretariat of Statutory meetings (POL)

Main difficulties
- Difficulty in respecting the deadlines for sending the documents before the Committee
- Difficulty in respecting the deadlines of 3 months for publishing a summary of interventions because of summer holidays taking place right after the sessions of the Committee (Latest report published : 27ème session en 2003)
- Possible improvement in terms of quality and user friendliness of documents submitted
- No full-cost approach of the cost of Committee sessions and consequently no follow-up of the increase of this cost
- Increase in the number of the documents submitted and an already very tight agenda in a context where the number of topics to be discussed will keep increasing in the current way of implementing the Convention.

- The process « 2. Tentative lists » is related to the inventory of those properties situated on its territory which each State Party considers suitable for inscription on the World Heritage List. The role of the WHC in this process is detailed in the Operational Guidelines.
- States Parties States Parties are encouraged to re-examine and re-submit their Tentative List at least every ten years.
- Out of the 183 SP, 155 have submitted a tentative list, which represents 85% of the SP
- Links with other process
  - ✓ 3. Inscriptions on the WH List : The WHC has to check that the property submitted for nomination on the WH List are inscribed on the Tentative List of the SP and has to make sure the tentative lists are updated according to the decisions of the Committee
  - ✓ 6. International Assistance: It can be allocated to SP for preparing their Tentative List
  - ✓ The 2 cross-cutting process (A. Archiving et Knowledge management ; B. Advising to SP) are linked to this process; the Operational Guidelines make the WHC responsible for the following activities : On-line publishing of the tentative lists (see A-2)/ Archiving the tentative lists (see A-3)/ Support to SP in preparing the SP (see B)

Main evolutions since 2000
- SP required to submit tentative lists for all kinds of properties (nature and culture) before submitting a property for inscription (2000)
- **Unification of the 10 criteria of Outstanding Universal Value for cultural and natural properties**
- **Definition of a format for tentative lists** (2005)
- Request by the Committee to update the tentative lists and to include an analysis of the tentative lists and of their evaluation process within the periodical reports
- **Creation of a database (2003) (requested by the Committee)**

Main evolutions in the organization of the WHC
- Creation of the POL section. The professional in charge of managing the tentative lists (temporary staff, P2) belongs to this section.

Main difficulties
- Difficulties in using the tentative lists as a planning tool as far as the allocation of the International Assistance is concerned and for better planning inscriptions on the List
- Difficulties in making sure there is an effective link between the administrative tasks of reviewing /updating/ archiving the tentative lists and the operational work of the regional desks
- A temporary staff (who used to be a supernumerary) is in charge of the tasks detailed in this process

- The procedure **"3. Inscription of the properties on the WH List "**has become one of the most visible and noteworthy aspects of the Convention.
- Maximum of 2 applications (one natural site and one cultural site) may be submitted per State per year.
- Since 2000, the Committee has reviewed an average of 45 applications for new properties, comprising an annual average of 21 inscribed new properties.
- The ABs are tasked with evaluating new nomination dossiers submitted, after a concordance check has been carried out by the WHC.
- During the evaluation process, the ABs may request additional information from the SPs within the defined periods. While a request may be addressed directly to a State Party, the reply must be sent to the WHC which sends it on to the ABs.
- Links to other procedures
    - ✓ 2. Tentative lists: Need to check that the proposed property appears on the tentative list of the State Party
    - ✓ 6. International assistance: possibility of attribution to the SP in order to prepare its nomination dossier
    - ✓ The two cross-sectional projects (A. Archiving and Knowledge management ; B. Advice to the SPs)

Main organisational developments within the WHC
- Obligation to submit tentative lists for all properties prior to presentation of nomination dossiers (2000)
- The Committee's wish to limit the number of nomination dossiers reviewed to 30 (Cairns, 2000), however, delays in conducting the review of the list and the tentative list have not made it possible to continue applying this procedure in the long-term => Limitation on the number of properties listed by country and per year and limit of 45 properties reviewed (experimental measure adopted in 2006)
- Introduction of a list of mandatory information and of a standard presentation which has increased the volume of nomination dossiers
- Retrospective inventories of nomination dossiers in order to enhance the "corporate memory "
- Thought process regarding the overall value (coordinated by the WHC) and incorporation of evaluation criteria within a unified list (10 criteria)
- Reorganisation of the composition of dossiers in 2005 (criteria, clarification of comparative analyses, etc.), clarification of the procedure for inscription of a series of properties, clarification of the impact of the Committee's decisions on a site
- Increase in the economic and political implications of inscription of properties on the WH List

Main organisational developments within the WHC
- Creation of a POL unit that includes the person in charge of receiving and checking dossiers as well as liaising with the ABs.

Main difficulties
- Ensuring the dossiers are processed in a uniform manner (ensure the independence of the WHC in terms of any potential pressure that may be brought to bear)
- Ensuring that all evaluations conducted by the ABs are of a high standard and that they are carried out in a uniform manner
- The timeframe for conducting a formal review by the WHC has been reduced to one month, whereas 30% of nomination dossiers received are incomplete (major bottleknecks always build up in February)
- Failure to transmit documents received from the field offices to POL and failure to comply with the WHC's role as the "focal point"for transmitting information in the course of evaluation by the ABs (documents sent directly to the ABs)

- The SPs must provide the Committee, via the WHC, with specific reports and impact studies in exceptional circumstances or when work is carried out. In order to check or back up certain information, the WHC may be tasked with organising specific data gathering/verification missions. These usually involve on-site visits. The SOC report for a given property summarises this information and enables the Committee to take appropriate decisions.
- There are two types of SOC report: (1) those submitted in order to assess the situation of properties on the List of World Heritage in Danger (systematic) and (2) those concerning properties on the List under threat due to exceptional circumstances.
- At the last session of the WH Committee (Vilnius 2006), the Committee reviewed 133 State of Conservation (SOC) reports
- In general, a SOC report consists in information submitted by the SP backed up by observations made within the course of a technical on-site mission requested by the Committee and conducted by experts from the ABs (who systematically participate), professionals from the WHC (who participate to an increasing extent) and occasionally other experts (chosen by the WHC)
- Links to other procedures:
    - ✓ Implementation of Committee decisions: on-site missions and the SOC decision based on Committee decisions
    - ✓ The two cross-sectional projects (A. Archiving and Knowledge management ; B. Advice to the SPs)

Main developments since 2000
- **Increase in the number and volume of reports** concerning the properties on the WH List
- **Increasing frequency of joint WHC/AB missions** requested by the Committee
- **Creation of categories of SOC for presentation to the Committee** in order to focus attention on properties most under threat
- **Development of cross-sectional approaches** : At its 29th session (Durban, 2005) the Committee asked the WHC (in collaboration with the ABs and the SPs to set up a large working group composed of experts to analyse the impact of climate change on WH
- **Desire to anticipate risks/strategic approach to conservation** : In 2004 the Committee decided to invite " *the WHC, in collaboration with the SPs, the ABs and the other international non-government agencies involved in emergency missions, to devise a risk prevention planning strategy to be presented at its 30th session*"

Main organisational developments within the WHC
- Centralisation of missions following the merger of the teams from the Culture Section in charge of tangible heritage
- Appointment of persons responsible for reviewing and checking SOC reports submitted to the Committee (4 people) and persons in charge of the cross-sectional/strategic approaches requested by the Committee

Main difficulties
- Despite effective WHC/AB coordination, the breakdown of roles and responsibilities with the ABs is unclear in terms of the conduct of monitoring missions, drafting of reports, decision-making projects, classification, etc. - *see Specific analysis in the report*
- Based on evaluations, reports prepared by the ABs have been of uneven quality in terms of both substance and form (example of reports not translated into French in French speaking countries) - *see Specific analysis presented in the report*
- Inappropriate information delivered by the SPs in response to requests from the Committee/WHC
- No centralising or archiving of monitoring reports by each field office
- Absence of a shared format used by both the field offices and the ABs for reports on international missions (in spite of the existence of a standard format)
- Europe and North America Section: problems with handling the large volume of information received on the properties on a daily basis
- Difficulties in organising the "rotation" of the properties that are subject to reactive monitoring and a SOC report (e.g., introduction of new properties identified via periodic reports)

- Procedure **"5. Periodic reports"** consists of reports presented by SP to the Committee concerning legislation and other measures adopted by State Parties in order to apply the Convention, including the state of conservation of properties located in the SP. These reports constitute a tool for evaluating both public policy and national capacity in terms of conservation of WH properties
- The reports are presented by geographic region every six years according to a timetable devised by the Committee
- The WHC organises data gathering by State Parties (2 types of questionnaire have been developed to this end). It consolidates and summarises information in the regional reports
- The report comprises an appraisal and an action plan.
- The reports are published by the WHC in the "*Séries du PM*"series and posted online.
- The Committee studies the reports and decides on what measures to implement in the regions. These decisions consist of approving the action plans proposed in the reports, approved in the form of regional programmes.
- Links to other processes
    - ✓ Implementation of Committee decisions : monitoring of action programmes is based on a Committee decision
    - ✓ International assistance : possibility of attribution to SPs for the purpose of drawing up periodic reports
    - ✓ The two cross-sectional projects (A. Archiving and Knowledge management ; B. Advice to the SPs)

Main developments since 2000
- The first series of periodic reports (2000-2006) was completed last year. 2007 is being used as a year for reflecting on the exercise. This process is being coordinated by the WHC (see "Implementation of Committee decisions ").

Main organisational developments within the WHC
- New procedures/new mission entrusted to the Sections and regional units
- Use of professionals on fixed-term contracts to coordinate procedures by region, to draft regional reports, etc.
- New organisation structures set up for each region (ex : paperless office management in Europe and North America)
- Specific to Latin America : Coordination of the procedure by the former head of the Latin America Section who left the WHC for the Montevideo Office following the periodic report drafted for the region

Main difficulties
- No forecasting of financial and human resource requirements for the WHC and the ABs when the new procedure was introduced
- Predominance of national studies (regional reports based on the compilation of national reports, very detailed questionnaires) to the detriment of an inter-regional and intra-regional perspective
- Absence of a link between periodic reports and reactive monitoring : we have noted that certain properties were identified as requiring in-depth monitoring in periodic reports, whereas said properties did not even figure in the category of SOCs to be assigned priority status by the Committee (category A and B)
- "Partial" approval of periodic reports by professionals from the Centre (based on their involvement in drafting the report)

NB : The "year for reflection" should make it possible to identify all of the issues that need to be improved

- International assistance (IA) is **financial assistance provided by the World Heritage Fund** and attributed to SPs for the protection of properties on the List or likely to be included on the List. **It is governed by specific rules set out in the Guidelines** (types of projects, procedure and format, etc.). Put simply, the WHC receives requests from the SPs, the ABs issue an opinion and , depending on the amount requested, the Director of the WHC, the Chairman of the Committee, or the Committee itself decide on attribution. It is not a subsidy granted to the SP. The WHC handles contractualisation and payments to the various actors involved in carrying out the action being funded (e.g., experts, travel costs, training consultants, etc.).
- **Activities eligible for assistance may also be funded out of other extra-budgetary sources subject to their own rules and specific attribution criteria as agreed with the partner.**

Main developments since 2000
- Introduction of a standard request form (2005)
- In terms of type of projects and amounts allocated: Decrease in the number of requests per year (from 135 in 1998 to less than 100 since 2003) and in the annual amount allocated (2000 : approximately 3 M$ US ; 2005 : 1 M$). The amount dedicated to providing preparatory assistance (preparing tentative lists or nomination dossiers) has remained stable whereas amounts for technical assistance, research and training, and emergencies have dropped sharply.
- In terms of organisation of procedures: Since the previous management audit (1997), a series of audits targeting international assistance have been carried out at the Committee's request (an evaluation targeting emergency assistance in 2004, followed by an audit of other types of assistance in 2005 and a specific evaluation of training activities funded out of international assistance). These various reviews led to changes in implementation rules and organisation: reduction in the number of categories and beneficiaries of international assistance (aid is reserved for SPs, whereas until 2005 14% of assistance went to the ABs), changes to the format for requesting aid, reorganisation of the coordination between actors, recasting of the database for monitoring international assistance managed by the WHC, reorganisation of responsibility for deciding on attribution arising from the elimination of the Committee Bureau as a decision-making body.
- In terms of (short-term) resources: Given that the other activities financed by the World Heritage Fund (evaluation of properties and reactive monitoring) have grown, international assistance will increasingly be funded by the development of new fundraising techniques and the receipt of public and private contributions.

Main organisational developments within the WHC
- Transition from a monthly to a quarterly review of requests in the presence of the Committee Chairman (2006)
- Increased decentralisation of IA to Field offices: from 15% to 33% between 1998 and 2003
- Change in practices and responsibilities within the WHC (see Report)

Main difficulties
- The various audits, evaluations and interviews conducted have highlighted significant weaknesses :
  - ✓ Direct involvement of WHC professionals in drafting certain requests
  - ✓ Lack of a formally documented procedure and non-secure database not shared with the ABs (makeover in progress)
  - ✓ Lack of clarity in the breakdown of roles between the different actors involved in IA (especially between the WHC and the ABs regarding the evaluation of requests/between the WHC and the Local offices regarding the monitoring of funded activities) – see Report
  - ✓ Absence of an attribution strategy and problems in monitoring projects funded, as well as difficulties evaluating the value added/leverage effect of IA
  - ✓ The procedure is quite cumbersome in relation to other financing arrangements whereas the amounts are often limited
  - *Moreover, the specific analyses carried out within the scope of the present audit enabled us to highlight the dispersion and diversity in potential sources of funding for a given activity (AI, funds held in trust, NWHF, etc.), contributing to a lack of overall clarity in assistance activities financed by the WHC*

- Procedure **"7. Mobilising financial resources"** comprises :
    - ✓ **research and management of financial, human and material resources in order to promote and implement the 1972 Convention**. The Guidelines state that: *"The Secretariat provides support in mobilising financial and technical resources for World Heritage Conservation. To this end, the Secretariat develops partnerships with public and private institutions in conformity with the Decisions and the Guidelines issued by the World Heritage Committee and UNESCO Regulations. "*
    - ✓ **coordination with the other conventions and actors involved in World Heritage**. The Guidelines state that: *"The World Heritage Committee with the support of the Secretariat will ensure appropriate coordination and information sharing between the World Heritage Convention and other conventions, programmes and international organisations related to the conservation of cultural and natural heritage":* 13 Conventions are identified in the Guidelines.
- In view of the stagnation of regular Programme resources and the World Heritage Fund, the mobilisation of extra-budgetary resources is now of key importance in implementing the Convention.
- Coordination with the other actors and conventions has become essential with the increasing complexity in the issues involved and the desire for a global approach to WH alongside the increase in the WHC's workload (automatic increase and increase related to Committee decisions)

Main developments
- Development of private fundraising initiatives:
    - ✓ Increasing importance of the partnership with the UNF in relation to natural heritage
    - ✓ Launch in 2002 of the world heritage conservation initiative (PACT) that seeks to reinforce site conservation by using new forms of financial support and techniques, such as the involvement of the tourist industry in informing the public, as well as the direct or indirect support of conservation activities
- Creation of the Nordic World Heritage Fund and the African World Heritage Foundation (Unesco category II institutes)
- Setting up of liaison groups to incorporate notions of biodiversity into the conventions

Main organisational developments within the WHC
- Creation of a unit dedicated to private sector partnership arrangements (PACT) reporting directly to the WHC Director and operating within the CEP section
- Development of the UNESCO-University forum and the recent hiring of an additional assistant
- Increase in the number of extra-budgetary projects managed by the WHC following the merger with the Tangible Heritage Section
- More rigorous management of funds held in trust vs contributions to WH Funds (clarification of procedures in order to limit the practice of contributions "earmarked" for the World Heritage Fund which is different from the creation of a trust fund insofar as their is no withholding of a percentage for management fees.
- As regards coordination of biodiversity issues in the other Conventions, the focal points of the Conventions were entrusted to members of the "nature team"
- New conventions in the cultural heritage sphere and transfer of a position at the WHC to carry out the role of legal referent for the Convention for the protection of cultural properties in the event of armed conflict

Main difficulties
- Fragmented management of funds held in trust within the WHC and lack of a global partnership strategy (need for an arbitration body)
- Lack of a shared vision for PACT missions/mandate (role of PACT in the *modus operandi* for setting up partnerships)
- Lack of visibility over available extra-budgetary resources and biennial commitments
- Administrative difficulties, particularly with drawing up "non-standard" contracts
- Lack of coordination between PACT and regional sections and units (operating mode needs to be clarified)
- Absence of an upstream evaluation procedure that would provide an objective, relevant vision of initiatives implemented
- The role of partners is not highlighted enough and the Committee could have better information strategy concerning its partners

- Procedure **"8. Promotion and Communication"** involves carrying out activities to raise awareness of the Convention and to inform the public of the challenges related to WH conservation.
- **The activities specifically entrusted to the WHC under the Guidelines are as follows:**
  - ✓ Publication of **periodic reports** online at the following address: http://whc.unesco.org/fr/publications. These are also published in hard copy format (*série des Cahiers du patrimoine mondial*)
  - ✓ Production and publication of a **WH educational pack** destined for use by teaching staff, "World Heritage in Youth Hands", in collaboration with UNESCOS's Education Section and other partners for use in secondary education throughout the world.
  - ✓ **Production ,publication and** (possible) **distribution** of **WH** documentation including: the **World Heritage List**, the **World Heritage in Danger List**, **Summary descriptions of World Heritage properties**, **newsletters**, **brochures and informative publications**, and **documentation prepared specifically for experts as well as for the general public.**
  - ✓ **Managing the emblem,** in collaboration with the SPs
  - ✓ **Organising activities to foster awareness of the Convention and to inform the public of impending threats to WH**
- **With regard to the preceding point, the WHC has developed a range of communication and promotion activities, usually involving partnership arrangements:** production of the WH map & calendar/ Initiatives involving students: "Forum Unesco - University and Heritage"/ UNESCO Chair/ sponsoring prizes (e.g., Melina Mercouri)/ replies to queries from the general public or requests of a more specific nature by mail, telephone or email/ management of the website/ Partnerships to raise awareness of the WHC (e.g., partnership with GoogleEarth)/ Launch of a series of cartoons
- **Related procedures**
  - ✓ Archiving and managing information: Ensuring that the list of WH publications is available in hard copy or at the following address: http://whc.unesco.org/fr/publications
  - ✓ Proving advice to States Parties on the preparation and implementation of promotional and educational heritage projects funded out of international assistance
  - ✓ 7. Mobilising financial resources" for partnerships relating to communication activities

Main developments since 2000
- Communication is one of the four Budapest strategy objectives for implementing the Convention (2002)
- Launch of the PACT initiative, strengthening of partnerships with the media and firms working in the information and communications sector
- Publication of "*Séries du Patrimoine Mondial*" since 2002
- Enhancing of the WHC WH website
- Clarification of legal issues for the Forum Unesco - University and Heritage/ : 2005 memorandum of understanding (clarification of the entities existence as a part of UNESCO, clarification of enrolment procedures, etc.) and a general revamping of the Forum itself (development of a database, launch of a newsletter). The Forum currently brings together approximately 400 universities throughout the world
- Significant increase in the volume of work conducted by telephone, mail and email with the sections and field offices, particularly with regard to the Europe and North America Section

Main organisational developments within the WHC
- Creation of the CEP Section (Communication, Education and Partnerships) in 2002 which brings together the unit responsible for activities and publications and fostering youth awareness, the PACT unit, and the University, Tourism and IT teams

Main difficulties
- Problems in dealing with the volume of queries from the public (associations, individuals) for the Europe and North America Section
- Volume of requests to use the emblem
- The IT unit is not stable (lack of fixed terminals)
- Coordination and highlighting in-house communication initiatives, particularly those of the partners

- Under the Guidelines, the WHC is entrusted *inter alia* with:
  - ✓ implementing the decisions of the WH Committee and the resolutions of the annual general meeting , and with drafting a report on the execution of such decisions;
  - ✓ coordinating studies and activities within the scope of the Global strategy for a representative, balanced and credible World Heritage List.
- The Committee's decisions that most significantly impact the WHC's workload include certain decisions relating to the afore-mentioned procedures (decisions to launch joint WHC/AB missions), decisions concerning the launch of new activities within the WHC (programmes, initiatives), requests for reports, requests for on-line publications, requests to design formats, etc.

Main changes since 2000
- Since 2001, huge increase in the number of programmes, studies and initiatives requested by the Committee based on the findings of State of Conservation reports, periodic reports, anomalies noted with regard to the list, etc. (see the Audit Report for details of programmes, initiatives, and thought processes entrusted to the WHC by the Committee since 2000)
- Each programme comprises a range of activities defined by the WHC:
  - ✓ Ex 1 : Cities Programme (2001): Production of theoretical frameworks in partnership with universities, organisations/ participation at 8 meetings of experts within the scope of the Cities Programme, establishing partnerships to provide technical assistance to properties that request urgent assistance or to properties chosen by the Committee; publication and dissemination of best practices
  - ✓ Ex 2 : Forests Programme (2001) : Organisation of a meeting of experts, production of surveys, assisting SPs in their choice of forests
- Request to revise the Guidelines for implementing the Convention
- PACT initiative
- Increase in requests for on-line information
- At the same time, the WHC has initiated programmes or activities, usually out of extra-budgetary financing, within the scope of its mission to coordinate studies and activities that form part of Global Strategy (see the Audit Report for details of programmes, initiatives, and thought processes entrusted to the WHC by the Committee since 2000)

Main organisational changes within the WHC
- Implementation of decisions is monitored by the Policy and Statutory Meetings Section based on an « allocation of responsibilities » approved in September at the Committee meeting or on a process of arbitration between programme specialists and the WHC Director

Main difficulties
- Due to the absence of management control or systematic estimation of the impact of Committee decisions in terms of human and budgetary resources, the WHC faces difficulties to handle its current workload.
- One particular weakness appears to be the lack of management meetings that would make it possible to manage the implementation of Committee decisions, the allocation of responsibilities or the resolution of any internal or external difficulties encountered in a concerted manner.

A.1 Database and website	A.2 Archiving and conservation

- This cross-sectional process involves conservation initiatives as well as the management and sharing of information held at the WHC. It combines data gathering and data presentation, production of documents and saving and archiving sources of information. Its main goal is to preserve and pass on accumulated know-how.
- The Guidelines contain a list of databases and information that the Centre is responsible for posting on-line. They also indicate the scope of the archiving and conservation mission.

Main changes since 2000
- Creation of a database of statutory documents
- Revamping of the WHC website which has been a proven success with SPs, etc.
- Retrospective inventory (in-progress)
- Reflections concerning the need for a Knowledge Management (KM) strategy for the WHC

Main organisational developments within the WHC
- Creation of an IT team
- Creation of checklists for certain activities conducted by the WHC providing greater uniformity in document archiving: Tentative lists, nomination dossiers for inscription on the list, requests for international assistance, etc.
- Digitization of certain documents (mainly nomination dossiers)

Main difficulties
- Absence of any information management strategy or ad hoc procedure for the WHC: for a number of years, the "institutional memory" has been maintained by staff present in the WHC but not in any organised manner
- Lack of a budgeted IT development blueprint validated by the Committee (although a strategy document has been drafted)
- The documentation and archiving centres are split between several units and sections
- The IT team has not been stabilised although "in-house" solutions have been developed
- Shortage of established channels for systematic procedures and archiving of information
- Insufficient IT capabilities and awareness among staff for the purpose of using new ICTs
- Most documents are still held in paper format

- This procedure comprises the consulting and support activities provided by the WHC to the SPs in planning and implementing different procedures set out in the Guidelines.The Guidelines clearly stipulate the consulting tasks that are to be entrusted to the WHC:
  - ✓ Assistance in identifying certain maps and photographs and the national agencies from which these may be obtained
  - ✓ Providing examples of successful nominations of management and legislative provisions
  - ✓ Advice concerning the conceptualisation, planning and elaboration of requests for international assistance. To facilitate States Parties, examples of successful requests for international assistance may be provided upon request
  - ✓ Guidance for nominating different types of properties, such as cultural landscapes, towns, canals and heritage routes
  - ✓ Guidance for nominating serial and trans-boundary properties
  - ✓ Assistance to States Parties in the implementation of the Committee's programmes and projects
  - ✓ Providing training at regional level to promote the inscription of new properties and ratification of the Convention by new States

Main developments since 2000

- Increase in the number of direct requests from SPs to participate in conferences, on-site missions, etc.
- Increase in the number of SPs and properties listed

Main organisational developments within the WHC

- Creation of the Policy and Statutory Meetings Section, identified by the SPs as the main point of contact for questions concerning the inscription of properties, etc.

Main difficulties

- It appears that programme specialists tend to carry out tasks for which the SPs are responsible (drafting requests for international assistance, involvement in drafting nomination dossiers for inscription on the WH List , etc.)
- The main problem concerns the availability of contacts and the respective roles of the WHC and the ABs (especially regarding training)
- Absence of standard, shared support facilities to deal with requests from SPs involving a risk in terms of "Quality" (increased risk due to the high turnover within the WHC)

- **In 2005, the Director-General of UNESCO decided to transfer part of the staff and responsibilities of the Tangible Heritage Section of the Cultural Heritage Division to the WHC. This section was in charge of the operational projects carried out by UNESCO at cultural sites ("conservation campaigns") including properties on the World Heritage List (particularly Angkor). The closure of this section and the transfer of its staff to the WHC gave rise to:**
  - ✓ an increase in the WHC's scope of activities to include the protection of tangible heritage not included on the World Heritage List or the World Heritage in Danger List;
  - ✓ an increase in the number of extra-budgetary projects handled by the WHC, following the transfer of the staff responsible for these projects : 26 conservation campaigns were still "open" at the time of the transfer (although they had been more than 80% implemented)
  - ✓ incorporation of seven new staff members into different WHC units/sections (5P and 2G)
- **In 2007, the Director-General of UNESCO conferred official responsibility for all tangible heritage issues upon the WHC,** including the protection of heritage in conflict and post-conflict situations.
  - ✓ As such, the Centre has held onto its responsibilities for implementing the 1972 Convention and coordinating all activities related to the protection and rehabilitation of cultural heritage in countries experiencing conflict situations.
  - ✓ Moreover, the Centre now has responsibility for implementing the Convention for the Protection of Cultural Property in the Event of Armed Conflict and its two protocols: the second protocol calls for the creation of a list comparable to the List created under the 1972 Convention.
- **In terms of these overall responsibilities, certain programmes and projects were entrusted to the WHC: the Mélina Mercouri Prize, review of requests to enrol in the UNESCO Participation Programme, etc.**

Main difficulties

- Lack of clarity regarding conservation campaign strategy and the expectations of the Committee and the Annual general meeting on this point. At the present time, the WHC has no suitably adapted organisation for coordinating these campaigns (procedure for managing major projects, suitably tailored support functions such as Procurement, etc.)
- On a cyclical basis: new organisation structure introduced to facilitate the integration of staff from the CH Division in accordance with their grade (division of the Asia and Pacific Section into two units) – tailoring of the organisation chart in accordance with the persons being incorporated and not with any pre-defined needs
- In the absence of any monitoring of the use of resources by type of activity or any adequate management control, it is very difficult to evaluate the additional workload related to the expanded scope of activity
- Reinforcing of the Convention's "cultural expertise" profile which could appear to be in conflict with the Committee's wish to strike a balance between the Convention's nature and cultural priorities

Requests from the DG and the ADG (meetings, missions, briefings)

Tasks related to budgetary and administrative processes

Managing contracts with the ABs

The various tasks carried out by the WHC as an integral part of UNESCO are as follows:
- Dealing with technical queries from the office of the Director-General of UNESCO and the Culture Section
- Implementation of administrative and financial management procedures as set out in UNESCO's administrative guidelines, reporting to the various internal governance bodies, implementing the recommendations of internal audits, etc.
- Managing contracts concluded with ICOMOS, ICCROM and IUCN
- Managing IT resources

Main changes since 2000
- Deployment of IT monitoring tools: FABS (accounting and finance), TULIP (HR management), SISTER (monitoring of operational activities)
- Increase in the number of internal requests received by the WHC following the extension of its brief to include tangible heritage
- Increase in reporting requirements and and approval by the AO of the ADG of the Culture Section, following the inclusion of the WHC within the Culture Section of UNESCO since 2000 – *see question of administrative flexibility dealt with in detail in the audit report*
- Increase in administrative and financial tasks dealt with internally: management of interns, travel planning, etc.
- Switching of the annual Committee session from December to June, creating problems in the management of payments to the ABs

Main organisational changes within the WHC
- Increase in headcount in the administrative unit
- Change in the budget arbitration procedure with the ABs: since 2000, each body meets with the WHC Director separately
- Designation of focal points for managing contracts within the WHC
- Internal overhaul of work allocation procedures within the AO

Main difficulties
- Large proportion of time dedicated to administrative tasks (particularly contract renewal) and the lack of uniform organisation procedures between the different units/sections (the role of assistants/secretaries in this process needs to be clarified)
- IT tools are poorly adapted to the internal management of the Centre's activities (TULIP and SISTER are perceived as constraints rather than as tools)
- Lack of administrative support for programme specialists (numerous blocking situations in the preparation of contracts, recruitment procedures and the extension of deadlines)
- UNESCO's budgeting timetable does not coincide with the timetable for the carrying out the activities approved by the Committee which creates problems with results-based payments to the ABs
- Lack of administrative clarity and flexibility
- The reorganisation and reallocation of work among AO unit staff has resulted in a loss of clarity for those dealing with the other sections of the WHC ("compartmentalisation")