



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

World Heritage

33 COM

Distribution Limited

WHC-09/33.COM/INF 5A.3

Paris, 29 May 2009

Original: English/French

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

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

WORLD HERITAGE COMMITTEE

Thirty-third Session

Seville, Spain

22 – 30 June 2009

Item 5 of the Provisional Agenda: Reports of the World Heritage Centre

INF 5A.3: Mapping of the Workload of the World Heritage Centre for 2008

**Internal Oversight Service
Evaluation Section**

**IOS/EVS/PI
Original: English**

**Mapping of the Workload of the
World Heritage Centre for 2008**

Internal Oversight Service
Evaluation Section
April 2009

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Abbreviations

AFR – Africa Unit
AO – Administrative Office
APA – Asia and the Pacific Unit
ARB – Arab States Unit
CEP – Communication, Education and Partnerships Unit
EUR – Europe and North America Unit
FO – Field Office
G – General Service Staff
HQ – Headquarters
IMS – Informatics, Management and Systems Unit
IOS – Internal Oversight Service
ISAU – International Staff Association of UNESCO
LAC – Latin America and the Caribbean Unit
MBF – Medical Benefits Fund
P – Professional Staff
PAB – Advisory Board on Individual Personnel Matters
POL – Policy and Statutory Implementation Unit
SEPU – UNESCO Staff Savings and Loan Service
SPU – Special Projects Unit
STU – UNESCO Staff Union
WH – World Heritage
WHC – World Heritage Centre

Abbreviations used for contracts:

ALD – Appointment of Limited Duration
ASS EXP – Associate Expert
EXB – Extrabudgetary Resources
FITOCA – Funds-in-Trust Overhead Costs Account
GS – General Service Staff
P – Professional Staff
RP – Regular Programme
TEMP – Temporary Contract

Executive Summary

Following decision¹ of the World Heritage Committee (the Committee) in 2006, the World Heritage Centre (WHC) commissioned an external consulting firm (Deloitte) to review the efficiency and effectiveness of management practices at the Centre and examine the degree to which programmes and budgets were designed to meet the Committee's needs. The management audit concluded that the workload of the WHC had been increasing and that there was therefore a growing imbalance between the Centre's resources and its workload. It also concluded that the WHC was unable to fulfill all the major tasks assigned to it due, in part, to its limited human resources.

Taking on a quality assurance role (as per the Terms of Reference of the audit), UNESCO's Internal Oversight Service (IOS) presented its observations on the audit to the 31st session of the Committee in 2007. IOS observed that, although the report identified nine main work processes assigned to the WHC secretariat, it did not analyze how much time or effort was spent on each, nor did it take into account the role of field and temporary staff. It was therefore not possible to conclude that there was a growing imbalance between the resources of the Centre and its workload.

The Committee noted the observations made by IOS and stated that "more detailed information [was] needed regarding the mapping of the Centre's workload, its regional distribution and the consequences of the high proportion of personnel in temporary contracts". In responding to this decision, the WHC asked IOS in October 2008 to undertake a complete mapping of the workload of the Centre with the following objectives:

- to identify the main work processes and tasks of the WHC;
- to analyze how much time is spent on each of the main WHC processes by staff at Headquarters and in the Field Offices; and,
- to identify the role of consultants and temporary staff in the WHC's workload.

Between October 2008 and March 2009, IOS undertook a comprehensive survey of all permanent and temporary staff and consultants working at the WHC. The study also covered staff working in the field on WHC matters. Participants were asked to identify what processes and tasks their jobs entailed for 2008 and to indicate the amount of time spent on each. In 2008 the WHC was staffed by 79 people (58 Professional staff and 21 General Service staff)². The participation rate in the workload mapping for HQ was 71%. Furthermore, the participation rate of personnel in the field who contribute to WH matters was 48%.

This study identified the WHC's work processes and analyzed how much time was spent on each in 2008. It provides data and analysis on staff workloads, but does not draw conclusions on the adequacy of the Centre's human resources nor on the efficiency and effectiveness of its work practices.

Eleven work processes were identified through the consultation process with staff:

- A. Statutory Process
- B. Nomination Process
- C. Conservation of World Heritage Properties
- D. World Heritage International Assistance
- E. Partnerships / Mobilization of Resources
- F. Communication / Promotion / Publications / Providing Training

¹ Decisions 30 COM 6 and 30 COM 12

² World Heritage Centre Staff in 2008, not including 3 vacant Professional posts under recruitment.

- G. UNESCO Generated Work
- H. Extra-Budgetary Projects
- I. Regular Programme
- J. Advice to State Parties and for Non-UNESCO Projects
- K. Human Resources Management

The mapping exercise found that temporary staff and consultants working for the WHC represent a high proportion of the Centre's human resources: 57% of Professional staff and 29% of General Service staff. The survey also found that the workloads of permanent and temporary staff differ.

WHC staff (including permanent staff, staff on temporary contracts, supernumeraries, and consultants)³ spent about 75% of their time on five main processes. For permanent staff, in order of importance these are conservation of WH properties (21%), the statutory process (15%), extra-budgetary projects (15%), communication / promotion / publications / training (10%) and WH international assistance (9%). For temporary staff, in order of importance these are extra-budgetary projects (25%), conservation of WH properties (17%), the nomination process (13%), communication / promotion / publications / training (10%) and the statutory process (7%).

The workloads of Professional and General Service staff at HQ also differed. P staff spent a much higher proportion of their time (21% to 9%) on the conservation of WH properties and on the nomination process (12% to 4%). G staff, however, spent a higher proportion of their time on WH international assistance (12% to 5%), on the statutory process (14% to 10%), on the Regular Programme (8% to 3%) and on UNESCO-generated work (7% to 4%).

Each staff member at HQ worked on average 39 days of overtime in 2008: 40 days for P staff and 33 for G staff. The Africa Unit, the Administrative Office and the Policy and Statutory Implementation Unit reported the highest overtime figures among the units at up to 84 days.

With respect to the field, the mapping found that at least 39 staff members from 25 Field Offices (as well as three consultants based in the field) spent on average about half of their time on WHC matters. Half of these staff work in the Asia-Pacific region. Several differences were observed in the workloads of FO staff as compared to those at HQ. Staff in the field spent a higher proportion of their time on extrabudgetary projects (28% to 22%) and on advice to State Parties for non-UNESCO projects (6% to 1%). Staff at HQ spent a higher proportion of their time on the conservation of WH properties (18% to 8%), on the statutory process (11% to 6%) and on WH international assistance (7% to 4%).

The results are to be presented to the 33rd session of the WH Committee in June 2009.

³ For the purpose of this study, throughout this report the term **staff** refers to all permanent and temporary staff, and individuals and consultants on temporary contracts.

1. Background and Objectives of the Mapping

In 2006, the World Heritage Committee (hereafter the Committee) adopted two decisions (30 COM 6 and 30 COM 12) at its 30th session requesting a management audit of the World Heritage Centre (WHC). Subsequent to the decision, the WHC commissioned an external consulting firm (Deloitte) 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.⁴

The audit, carried out between November 2006 and April 2007, concluded that the WHC had been experiencing an increase in its workload and that there was a growing imbalance between the Centre's resources and its workload. It also concluded that the WHC was unable to fulfill all the major tasks assigned to it due, in part, to its limited human resources.

The Terms of Reference for the audit called on the Internal Oversight Service (IOS) to take on a quality assurance role. Following the release of the audit, IOS presented a set of observations on the audit to the 31st session of the Committee in 2007. IOS observed that the report did not identify and analyze past, current and expected future levels of workload and that there was therefore no basis for the conclusion that there was a growing imbalance between the WHC's resources and workload. Furthermore, although the report identified nine main processes assigned to the WHC Secretariat, it did not analyze how much time or effort was spent on carrying these out, nor did it take into consideration the role of field and temporary staff as well as consultants in the execution of the mandated tasks.

The Committee noted the observations made by IOS on the Management Audit on the insufficient workload mapping and the lack of information on the contributions made by consultants and temporary and Field Office staff. The Committee also stated that "more detailed information [was] needed regarding the mapping of the Centre's workload, its regional distribution and the consequences of the high proportion of personnel in temporary contracts".⁵

In response, the WHC asked IOS in October 2008 to map the workload of the WHC with the following objectives:

- to identify the main work processes and tasks of the WHC;
- to analyze how much time is spent on each of the main WHC processes by staff at Headquarters and in the Field Offices; and,
- to identify the role of consultants and temporary staff in the WHC's workload.

This study identified the WHC's work processes and analyzed how much time was spent on each in 2008. It provides data and analysis on staff workloads, but does not draw conclusions on the adequacy of the Centre's human resources nor on the efficiency and effectiveness of its work practices.

The results are expected to be presented to the 33rd session of the World Heritage Committee in June 2009.

⁴ Terms of Reference for a Management Audit of the World Heritage Centre

⁵ Refer to Decision 31 COM 19

2. Methodology

This mapping exercise, carried out from October 2008 to March 2009, was based on survey responses from staff⁶ working in the WHC and from those in the field working on WHC matters. The survey asked participants to identify what processes and tasks their job entailed for 2008 and indicate the amount of time⁷ spent on each. Participants were encouraged to indicate any overtime spent.

The first step was to identify the work processes of the WHC. To do so, IOS focused on the nine processes that were identified by the audit in 2007. It then met with senior representatives of the WHC to identify any additional work processes and their corresponding tasks. A model survey, structured around eleven new work processes and thirteen tasks was developed.

To test the validity of the processes and tasks, a pilot phase was launched with the model survey on December 12 with fifteen Unit Heads and Programme Specialists at the WHC. Each was asked to estimate and report the number of working days spent on each of the eleven processes and corresponding tasks in 2008. Responses were received by January 15 along with comments on how to improve the survey.

The final phase of the mapping exercise was launched on January 30 with a revised survey. It was sent to WHC staff members at Headquarters and to 40 staff members (including one consultant) in the field who work, at least part-time, on WHC matters. All participants were given until March 6 to complete the mapping of their individual workloads. As in the pilot phase, they were asked to estimate and report the number of working days that they spent on each of the eleven processes and corresponding tasks in 2008.

IOS then proceeded to analyze the main workload trends among staff at HQ and in the field.

As for all data obtained from surveys, the interpretation of results and the drawing of conclusions must be drawn with caution. Several limitations should be taken into consideration:

- Participation rate: 71% of HQ staff (56 out of 79) and 48% of field staff/consultants (20 out of 42) completed the mapping exercise. Several individuals that are no longer with working at the WHC (retirement, end of contract) could not participate.
- Overlaps in identified processes and tasks: for example, between the process entitled “World Heritage International Assistance” and the task “Advice to State Parties”. Staff members insisted on the necessity of both to better represent their work.
- No formal time recording system exists at the WHC: staff members were asked to estimate and report the time that they spent on any given processes during the whole year of 2008.
- G staff were not consulted for the work processes template’s design; therefore, the nature of their workload may not be fully represented in the final survey.

⁶ For the purpose of this study, throughout this report the term **staff** refers to all permanent and temporary staff, and individuals and consultants on temporary contracts.

⁷ A 220-day year was used for the analysis (already excludes public holidays, annual leave, sick leave, Director-General days).

3. Main Work Processes and Related Tasks

The following processes and tasks were identified through consultations with WHC staff:

Table 1: Work Processes of the WHC

A. Statutory Process (including meetings of the General Assembly and the WH Committee)
B. Nomination Process (including regional/global thematic meetings, Global Strategy, Tentative Lists, Nominations, Evaluations and Inscriptions, Retrospective Inventory)
C. Conservation of World Heritage Properties (including State of Conservation, Periodic Reporting, Update of Management Plans)
D. World Heritage International Assistance
E. Partnerships / Mobilization of Resources
F. Communication / Promotion / Publications / Providing Training
G. UNESCO Generated Work (including Briefings, Participation Programme, Fellowships, etc.)
H. Extra-Budgetary Projects
I. Regular Programme (including Secretariat to other conventions, Activities of the C/5)
J. Advice to State Parties and for Non-UNESCO Projects (e.g. on the restoration of monuments in the vicinity of WH properties, on properties that are not on the WH List)
K. Human Resources Management (Drafting/discussing job descriptions, assessing performance, managing conflicts, renewing contracts, evaluating applications, interviewing candidates)

Table 2: Tasks under Each Process

1. Preparatory Meetings (Planning and Coordination: internal and external)
2. Correspondence (including e-mail)
3. Mobilization of resources
4. Contracts and Administrative Arrangements (including Budgeting)
5. Knowledge Management (includes Managing Data-based and Websites, archiving and conservation)
6. Reactive Monitoring Missions
7. Advice to State Parties
8. Information to the Public (publications, internet, seminars, etc.)
9. Implementation of Additional Tasks as Requested by the Committee (Reference to the Decisions)
10. Studying reports and other documents
11. Missions (including weekend/holiday days if applicable)
12. Drafting of reports (including Statutory documents and editing)
13. Backstopping to the Field Offices

Several additional tasks were identified by WHC staff throughout the mapping process. These are represented in the “**Other**” category of the mapping results:

Table 3: Additional Tasks Identified by WHC Staff

Additional Tasks for All Staff	Additional Tasks for G Staff
<ul style="list-style-type: none"> • UNESCO or Sector-wide events • UN events • Other selective events • Management type Boards (MBF, PAB, SEPU, STU, ISAU...) • Management of the Emblem • Training for WHC staff • Additional leave (illness, etc.) 	<ul style="list-style-type: none"> • Replacing staff (while Secretaries or other staff members are away) • Logistical tasks: ordering office supplies, computers etc.; organizing the transfer to new offices • Internal staff meetings • Training WHC colleagues on IT and office tools • Explaining administrative matters to colleagues

4. Results

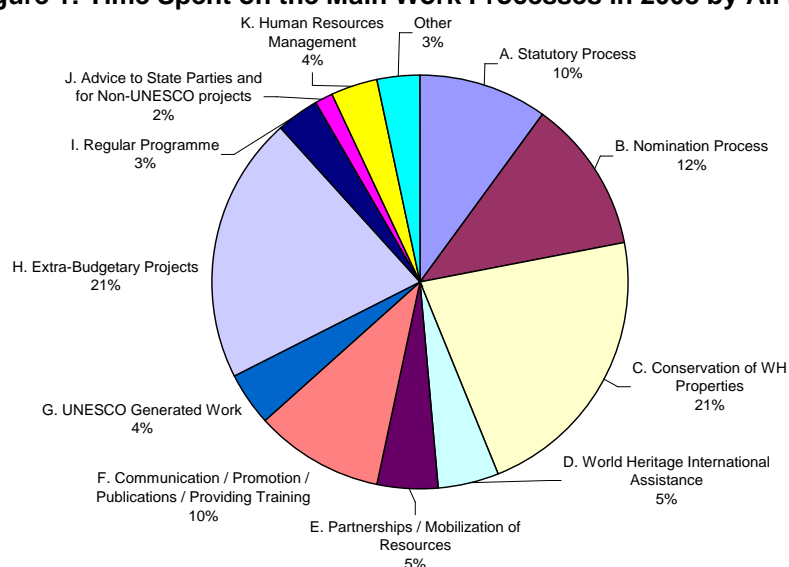
4.1 Professional Staff at Headquarters

A total of 40⁸ out of 58⁹ Professional staff completed the workload mapping. The workload distribution for these staff (on permanent and temporary contracts) at HQ is as follows:

Table 4: Workload Distribution for All P Staff at HQ

Work Processes	Average Time Spent on Each Work Process in 2008		P Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	10%	25	80%	33
B. Nomination Process	12%	30	80%	33
C. Conservation of World Heritage Properties	21%	54	83%	34
D. World Heritage International Assistance	5%	12	73%	30
E. Partnerships / Mobilization of Resources	5%	12	68%	28
F. Communication / Promotion / Publications / Providing Training	10%	25	78%	32
G. UNESCO Generated Work	4%	11	78%	32
H. Extra-Budgetary Projects	21%	52	83%	34
I. Regular Programme	3%	8	61%	25
J. Advice to State Parties and for Non-UNESCO Projects	2%	4	59%	24
K. Human Resources Management	4%	9	71%	29
Other Activities	3%	8		
TOTAL:	100%	250		

Figure 1: Time Spent on the Main Work Processes in 2008 by All P Staff



The average overtime for Professional staff at Headquarters in 2008 was 40 days. These figures show that Professional staff (on permanent and temporary contracts) spent 75% of their time on five work processes. In order of importance these are the

⁸ Of the 40 participants, 12 were on permanent contracts and 28 were on temporary contracts in 2008.

⁹ World Heritage Centre Staff in 2008, not including 3 Professional vacant posts.

Conservation of World Heritage Sites, Extra-Budgetary Projects, the Nomination Process, the Statutory Process and Communication / Promotion / Publications / Training. Further analysis on the workload distribution of permanent versus temporary Professional staff follows in section 4.2.

Most staff members worked on all eleven work processes; however, fewer worked on Partnerships / Mobilization of Resources, the Regular Programme and on Advising State Parties on Non-UNESCO Projects.

Types of Contracts for Professional Staff during 2008

Table 5: Types of Contracts for P Staff at HQ

Number of Posts	Type of Post	Permanent or Temporary
1	D2 – RP P	Permanent
2	D1 – RP P (one vacant)	Permanent
1	P5 – RP ¹⁰	Permanent
1	P5 – CONSULTANT ½ TIME	Temporary
7	P4 – RP (one vacant)	Permanent
1	P4 – EXB TEMP	Temporary
1	P4 – EXB-UNF TEMP	Temporary
6	P3 – RP	Permanent
1	P3 – EXB SUPERNUMERARY	Temporary
2	P3 – EXB CONSULTANT	Temporary
3	P3 – EXB TEMP	Temporary
3	P3 – EXB ALD	Temporary
3	P3 – EXB P FITOCA (one vacant)	Permanent
4	P2 – RP	Permanent
3	P2 – RP TEMP	Temporary
1	P2 – 50% RP TEMP P, 50% EXB TEMP	Temporary
1	P2 – EXB P FITOCA	Permanent
5	P2 – ASSOCIATE EXPERT	Temporary
2	P2 – EXB ALD	Temporary
1	P1 – RP YOUNG PROFESSIONAL	Permanent
5	P1 – EXB ALD	Temporary
4	P1 – EXB CONSULTANT	Temporary
1	P1 – RP SUPERNUMERARY	Temporary
2	P1 – EXB SUPERNUMERARY	Temporary
61		26 Permanent Staff and 35 Temporary Staff

The table above shows that 43% of WHC's P staff had permanent contracts and the other 57% were on temporary posts.

One D1 (RP – P), one P4 (RP – P) and one P3 (EXB P FITOCA) posts were vacant in 2008.

Temporary contracts also varied in length and in working time. For example, at least two P3 – EXB ALD were 4/5 working days contracts.

¹⁰ This P5 (RP – P) post was suppressed following the retirement of F. Childe on 1 August 2008.

4.2 Permanent vs. Temporary¹¹ Professional Staff at Headquarters

Of the WHC's 61 Professional staff (including three vacant posts) in 2008, 26 (43%) had permanent contracts and the other 35 (57%) were on temporary posts. The workload distribution for these staff at HQ is as follows:

Table 6: Workload Distribution for Permanent and Temporary P Staff at HQ

Work Processes	Average Time Spent by Permanent Staff		Average Time Spent by Temporary Staff	
	Percent	Days	Percent	Days
A. Statutory Process	16%	45	7%	17
B. Nomination Process	6%	18	15%	37
C. Conservation of World Heritage Properties	28%	79	18%	46
D. World Heritage International Assistance	5%	15	5%	11
E. Partnerships / Mobilization of Resources	4%	10	5%	13
F. Communication / Promotion / Publications / Providing Training	10%	29	10%	23
G. UNESCO Generated Work	5%	15	4%	9
H. Extra-Budgetary Projects	11%	31	25%	62
I. Regular Programme	4%	12	3%	7
J. Advice to State Parties and for Non-UNESCO Projects	3%	8	1%	2
K. Human Resources Management	6%	16	3%	7
Other Activities	2%	5	4%	10
TOTAL:	100%	283	100%	244

Figure 2: Time Spent on the Main Work Processes in 2008 by Permanent P Staff

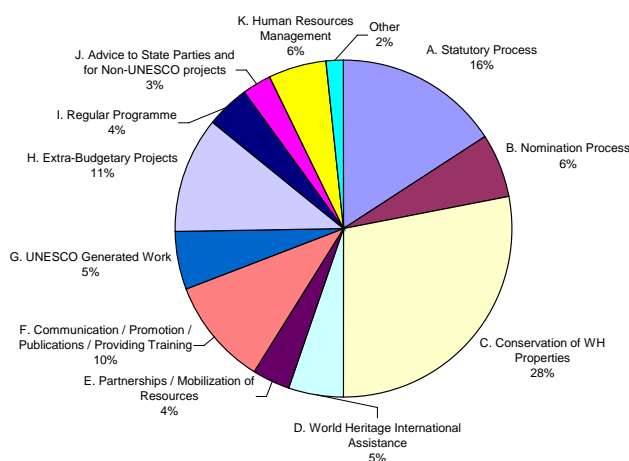
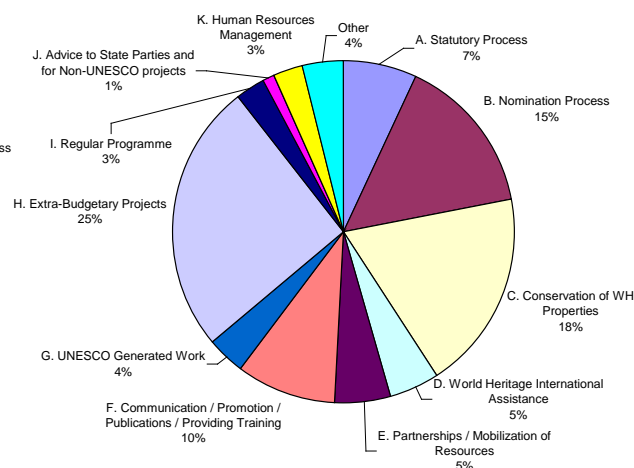


Figure 3: Time Spent on the Main Work Processes in 2008 by Temporary P Staff



Several differences in their workloads can be observed from the above figures:

- Permanent P staff spent a higher proportion of their time than temporary P staff on the Conservation of WH Properties and the Statutory Process.
- Temporary P staff spent a higher proportion of their time than permanent P staff on Extra-Budgetary Projects and on the Nomination Process.

¹¹ Refers to individuals on temporary contracts, supernumeraries, consultants and Associate Experts.

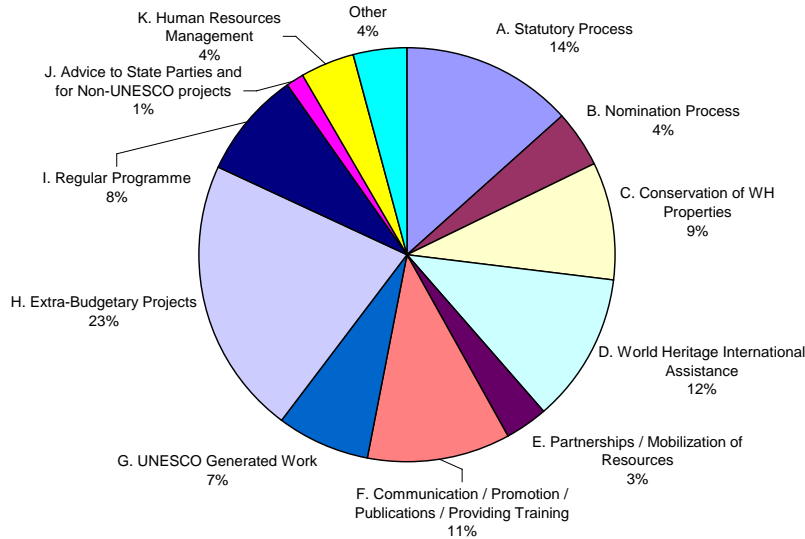
4.3 General Service Staff at Headquarters

A total of 16¹² out of 21¹³ General Service staff completed the workload mapping. The workload distribution for these staff (on permanent and temporary contracts) at HQ is as follows:

Table 7: Workload Distribution for All G Staff at HQ

Work Processes	Average Time Spent on Each Work Process in 2008		G Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	14%	34	75%	12
B. Nomination Process	4%	11	50%	8
C. Conservation of World Heritage Properties	9%	24	63%	10
D. World Heritage International Assistance	12%	30	81%	13
E. Partnerships / Mobilization of Resources	3%	8	56%	9
F. Communication / Promotion / Publications / Providing Training	11%	28	81%	13
G. UNESCO Generated Work	7%	19	88%	14
H. Extra-Budgetary Projects	23%	55	88%	14
I. Regular Programme	8%	21	81%	13
J. Advice to State Parties and for Non-UNESCO Projects	1%	3	31%	5
K. Human Resources Management	4%	11	69%	11
Other Activities	4%	10		
TOTAL:	100%	254		

Figure 4: Time Spent on the Main Work Processes in 2008 by All G Staff



The average overtime for General Service staff at Headquarters in 2008 was 33 days.

¹² Of the 16 participants, 12 were on permanent contracts and 4 were on temporary contracts.

¹³ World Heritage Centre Staff in 2008.

These figures show that General Service staff (on permanent and temporary contracts) spent 69% of their time on five work processes. In order of importance these are Extra-Budgetary Projects, the Statutory Process, World Heritage International Assistance, Communication / Promotion / Publications / Training and the Conservation of World Heritage Properties. Further analysis on the workload distribution of permanent versus temporary General Service staff follows in section 4.4.

Most staff members worked on all eleven work processes; however, fewer worked on the Advice to State Parties and for Non-UNESCO Projects, on the Nomination Process and on Partnerships / Mobilization of Resources.

Types of Contracts for General Service Staff during 2008

Table 8: Types of Contracts for G Staff at HQ

Number of Posts	Type of Post	Permanent or Temporary
2	G7 – RP GS	Permanent
4	G6 – RP GS	Permanent
1	G6 – EXB TEMP GS	Temporary
6	G5 – RP GS	Permanent
2	G4 – RP GS	Permanent
2	G4 – RP TEMP GS	Temporary
1	G4 – RP SUPERNUMERARY	Temporary
1	G4 – EXB TEMP GS	Temporary
1	G3 – RP GS	Permanent
1	G3 – EXB TEMP GS	Temporary
21		15 Permanent Staff and 6 Temporary Staff

The table above shows that 71% of the WHC's G staff had permanent contracts, while the other 29% were on temporary posts.

The WHC roughly had one G staff member for every three P staff members. With the exception of the Directors' Offices and the Administrative Office, all the other units were assisted by one or two G staff members.

4.4 Permanent vs. Temporary¹⁴ General Service Staff at Headquarters

Of the WHC's 21 General Service staff, 15 (71%) had permanent contracts and the other 6 (29%) were on temporary posts. The workload distribution for these staff at HQ is as follows:

Table 9: Workload Distribution for Permanent and Temporary G Staff at HQ

Work Processes	Average Time Spent by Permanent Staff		Average Time Spent by Temporary Staff	
	Percent	Days	Percent	Days
A. Statutory Process	15%	38	7%	20
B. Nomination Process	5%	14	1%	4
C. Conservation of World Heritage Properties	11%	28	4%	10
D. World Heritage International Assistance	14%	33	7%	19
E. Partnerships / Mobilization of Resources	3%	9	2%	6
F. Communication / Promotion / Publications / Providing Training	11%	27	12%	32
G. UNESCO Generated Work	8%	19	6%	18
H. Extra-Budgetary Projects	19%	45	31%	83
I. Regular Programme	5%	12	18%	49
J. Advice to State Parties and for Non-UNESCO Projects	2%	4	0%	1
K. Human Resources Management	2%	6	10%	27
Other Activities	5%	12	2%	4
TOTAL:	100%	247	100%	273

Figure 5: Time Spent on the Main Work Processes in 2008 by Permanent G Staff

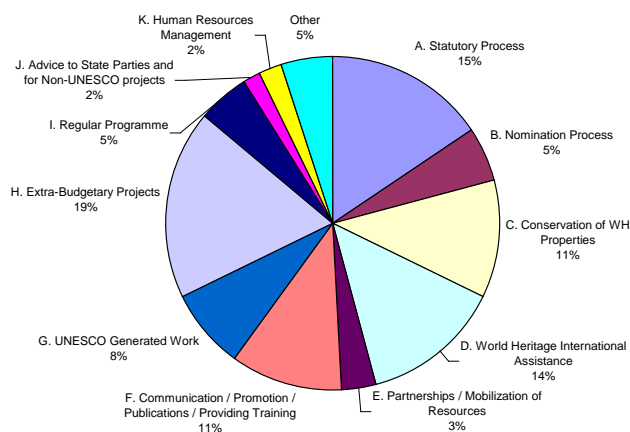
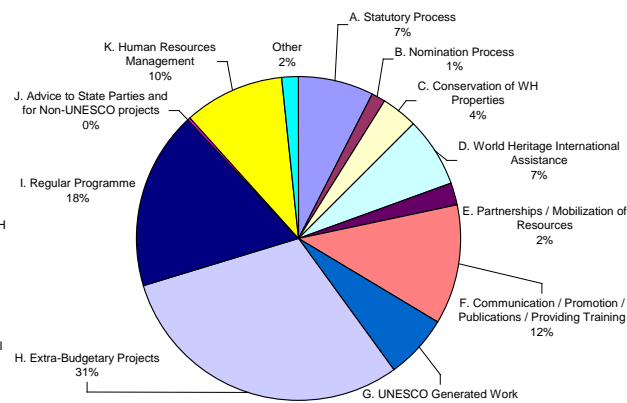


Figure 6: Time Spent on the Main Work Processes in 2008 by Temporary G Staff



Several differences in their workloads can be observed from the above figures:

- Permanent G staff spent a higher proportion of their time than temporary G staff on the Statutory Process, on WH International Assistance and on the Conservation of WH Properties.
- Temporary G staff spent a higher proportion of their time than permanent G staff on Extra-Budgetary Projects and on the Regular Programme.

¹⁴ Refers to individuals on temporary contracts, supernumeraries, and consultants.

4.5 Mapping by Unit at Headquarters

4.5.1 Administrative Office

The Administrative Office (AO) had 6 staff members, all of which participated in the workload mapping. The Office had staff under the following types of contracts:

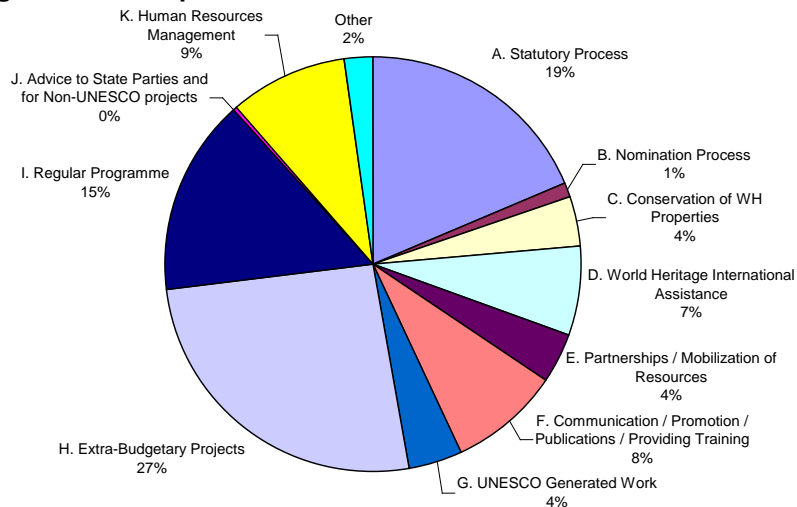
P3	RP – P	G4	RP TEMP GS
G7	RP – GS	G4	RP TEMP GS
G5	RP – GS	G4	RP SUPERNUMERARY

The workload distribution in the Unit is as follows:

Table 10: Workload Distribution for the AO

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	19%	55	100%	6
B. Nomination Process	1%	4	33%	2
C. Conservation of World Heritage Properties	4%	11	50%	3
D. World Heritage International Assistance	7%	21	83%	5
E. Partnerships / Mobilization of Resources	4%	12	67%	4
F. Communication / Promotion / Publications / Providing Training	8%	25	83%	5
G. UNESCO Generated Work	4%	13	67%	4
H. Extra-Budgetary Projects	27%	77	100%	6
I. Regular Programme	15%	45	100%	6
J. Advice to State Parties and for Non-UNESCO Projects	0%	1	17%	1
K. Human Resources Management	9%	27	67%	4
Other Activities	2%	6		
TOTAL:	100%	297		

Figure 7: Time Spent on the Main Work Processes in 2008 – AO



The average overtime for the Unit in 2008 was 76 days.

4.5.2 Asia and the Pacific Unit

The Asia and Pacific Unit (APA) had 14 staff members, 9 of which participated in the workload mapping. The Office had staff under the following types of contracts:

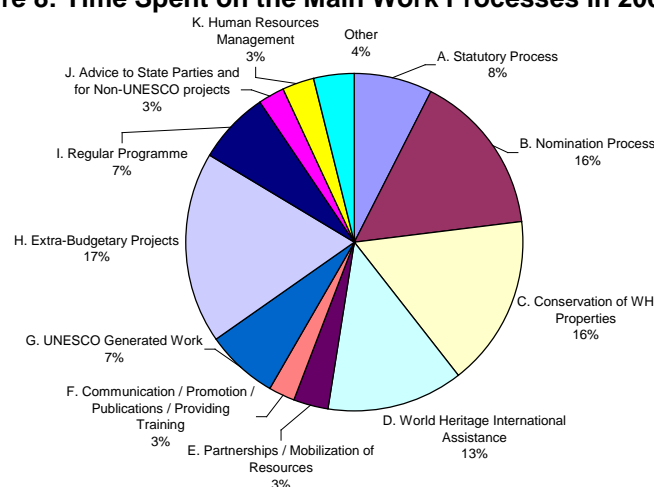
P5	RP – P ¹⁵	P2	ASS EXP JAPAN
P4	RP – P	P2	EXB ALD
P3	RP – P	P2	ASS EXP JAPAN
P3	EXB ALD	P1	EXB SUPERNUMERARY
P3	EXB ALD	P1	EXB ALD
P2	RP – P	G4	RP – GS
P2	RP – P	G3	RP – GS

The workload distribution in the Unit is as follows:

Table 11: Workload Distribution for APA

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	8%	18	100%	9
B. Nomination Process	16%	37	100%	9
C. Conservation of World Heritage Properties	16%	39	100%	9
D. World Heritage International Assistance	13%	31	100%	9
E. Partnerships / Mobilization of Resources	3%	8	78%	7
F. Communication / Promotion / Publications / Providing Training	3%	6	89%	8
G. UNESCO Generated Work	7%	16	100%	9
H. Extra-Budgetary Projects	17%	44	100%	9
I. Regular Programme	7%	16	100%	9
J. Advice to State Parties and for Non-UNESCO Projects	3%	6	89%	8
K. Human Resources Management	3%	8	89%	8
Other Activities	4%	9		
TOTAL:	100%	238		

Figure 8: Time Spent on the Main Work Processes in 2008 – APA



The average overtime for the Unit in 2008 was 18 days.

¹⁵ This P5 (RP – P) post was suppressed following the retirement of F. Childe on 1 August 2008.

4.5.3 Arab States Unit

The Arab States Unit (ARB) had 5 staff members¹⁶, 4 of which participated in the workload mapping. The Office had staff under the following types of contracts:

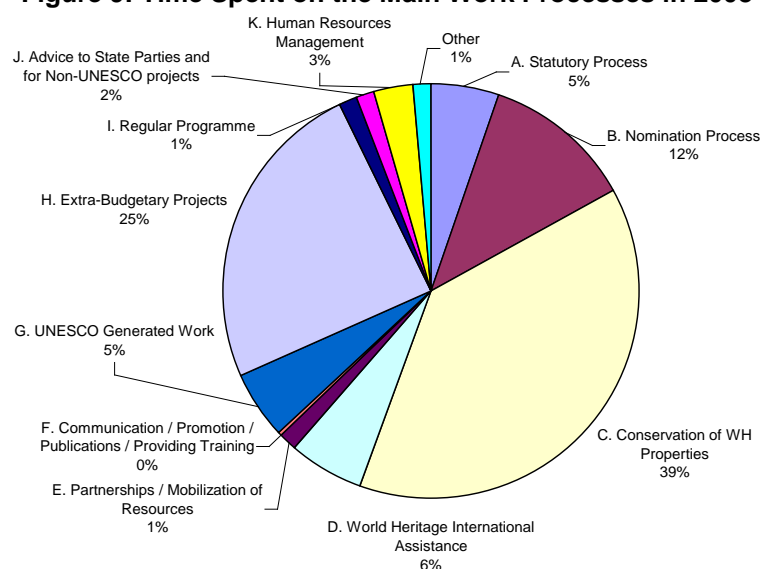
P4	RP – P	P2	ASS EXP GREECE
P3	EXB P FITOCA	G6	RP – GS
P3	EXB ALD		

The workload distribution in the Unit is as follows:

Table 12: Workload Distribution for ARB

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	5%	12	50%	2
B. Nomination Process	12%	26	50%	2
C. Conservation of World Heritage Properties	38%	83	100%	4
D. World Heritage International Assistance	6%	13	75%	3
E. Partnerships / Mobilization of Resources	2%	3	25%	1
F. Communication / Promotion / Publications / Providing Training	1%	1	25%	1
G. UNESCO Generated Work	5%	11	75%	3
H. Extra-Budgetary Projects	24%	53	75%	3
I. Regular Programme	1%	3	25%	1
J. Advice to State Parties and for Non-UNESCO Projects	2%	4	50%	2
K. Human Resources Management	3%	7	75%	3
Other Activities	1%	3		
TOTAL:	100%	219		

Figure 9: Time Spent on the Main Work Processes in 2008 – ARB



The average overtime for the Unit in 2008 was 15 days.

¹⁶ The unit was also assisted by an individual on a P3 EXB ALD contract based in Bahrain who was working on a joint UNESCO/Bahrain project for the establishment of the Arab Regional Centre for WH as a category 2 Centre under the auspices of UNESCO. His workload is included in the analysis in Section 4.6 on Field Office staff and consultants working in the field.

4.5.4 Africa Unit

The Africa Unit (AFR) had 6 staff members, 3 of which participated in the workload mapping. The Office had staff under the following types of contracts:

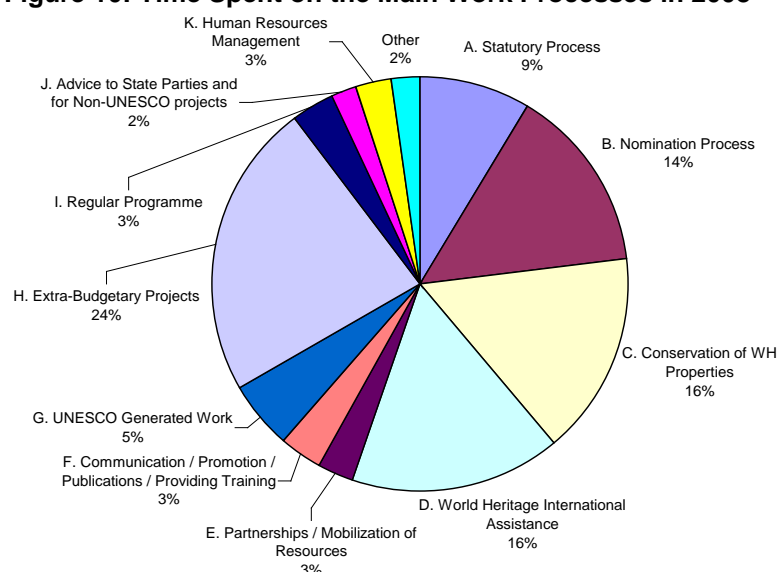
P4	RP – P	P2	½ TEMP – P, ½ EXB TEMP
P3	RP – P	P1	EXB ALD
P3	RP – P	G5	RP – GS

The workload distribution in the Unit is as follows:

Table 13: Workload Distribution for AFR

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	9%	26	100%	3
B. Nomination Process	14%	4	100%	3
C. Conservation of World Heritage Properties	16%	48	100%	3
D. World Heritage International Assistance	16%	50	100%	3
E. Partnerships / Mobilization of Resources	3%	9	33%	1
F. Communication / Promotion / Publications / Providing Training	3%	10	67%	2
G. UNESCO Generated Work	5%	16	100%	3
H. Extra-Budgetary Projects	24%	70	100%	3
I. Regular Programme	3%	10	67%	2
J. Advice to State Parties and for Non-UNESCO Projects	2%	6	33%	1
K. Human Resources Management	3%	8	33%	1
Other Activities	2%	7		
TOTAL:	100%	264		

Figure 10: Time Spent on the Main Work Processes in 2008 – AFR



The average overtime for the Unit in 2008 was 84 days.

4.5.5 Europe and North America Unit

The Europe and North America Unit (EUR) had 6 staff members, 5 of which participated in the workload mapping. The Office had staff under the following types of contracts:

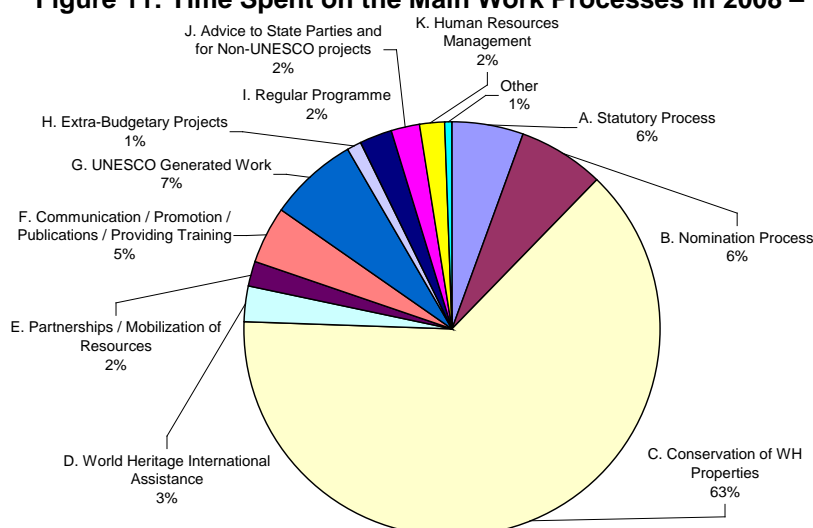
P4	RP – P	P2	RP TEMP – P
P2	RP – P	P2	ASS EXP SWITZERLAND
P2	RP – P	G5	RP – GS

The workload distribution in the Unit is as follows:

Table 14: Workload Distribution for EUR

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	6%	15	100%	5
B. Nomination Process	6%	17	100%	5
C. Conservation of World Heritage Properties	63%	168	100%	5
D. World Heritage International Assistance	3%	7	100%	5
E. Partnerships / Mobilization of Resources	2%	5	100%	5
F. Communication / Promotion / Publications / Providing Training	5%	12	100%	5
G. UNESCO Generated Work	7%	18	100%	5
H. Extra-Budgetary Projects	1%	3	100%	5
I. Regular Programme	2%	6	60%	3
J. Advice to State Parties and for Non-UNESCO Projects	2%	6	80%	4
K. Human Resources Management	2%	5	40%	2
Other Activities	1%	2		
TOTAL:	100%	264		

Figure 11: Time Spent on the Main Work Processes in 2008 – EUR



The average overtime for the Unit in 2008 was 44 days.

4.5.6 Latin America and the Caribbean Unit

The Latin America and the Caribbean Unit (LAC) had 6 staff members (and one vacant post), 5 of which participated in the workload mapping. The Office had staff under the following types of contracts:

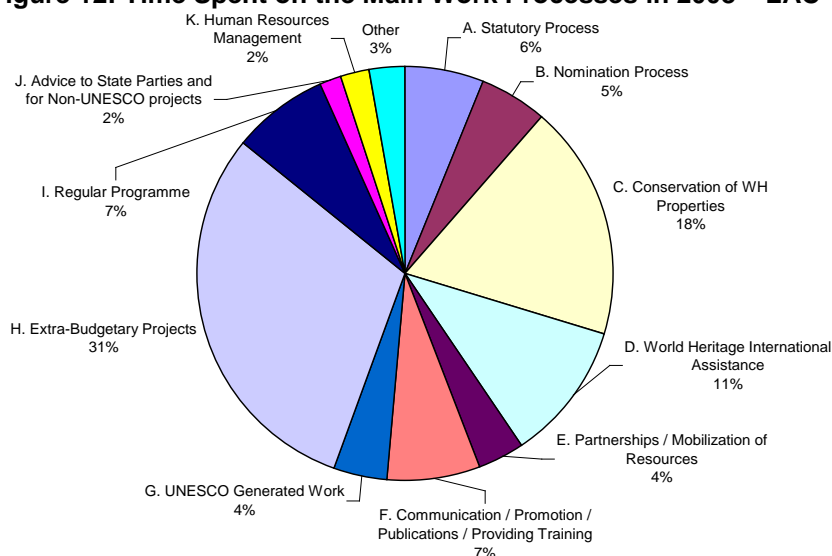
P4	RP – P under recruitment	P1	EXB CONSULTANT
P3	EXB TEMP	G6	RP – GS
P3	EXB P FITOCA	G3	RP TEMP – GS
P1	RP – P Young Professional		

The workload distribution in the Unit is as follows:

Table 15: Workload Distribution for LAC

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	6%	15	80%	4
B. Nomination Process	5%	13	100%	5
C. Conservation of World Heritage Properties	18%	45	100%	5
D. World Heritage International Assistance	11%	26	100%	5
E. Partnerships / Mobilization of Resources	4%	9	60%	3
F. Communication / Promotion / Publications / Providing Training	7%	18	80%	4
G. UNESCO Generated Work	4%	10	80%	4
H. Extra-Budgetary Projects	31%	74	100%	5
I. Regular Programme	7%	18	100%	5
J. Advice to State Parties and for Non-UNESCO Projects	2%	4	60%	3
K. Human Resources Management	2%	6	60%	3
Other Activities	3%	7		
TOTAL:	100%	245		

Figure 12: Time Spent on the Main Work Processes in 2008 – LAC



The average overtime for the Unit in 2008 was 25 days.

4.5.7 Communication, Education and Partnerships Unit

The Communication, Education and Partnerships Unit (CEP) had 6 staff members, 5 of which participated in the workload mapping. The Office had staff under the following types of contracts:

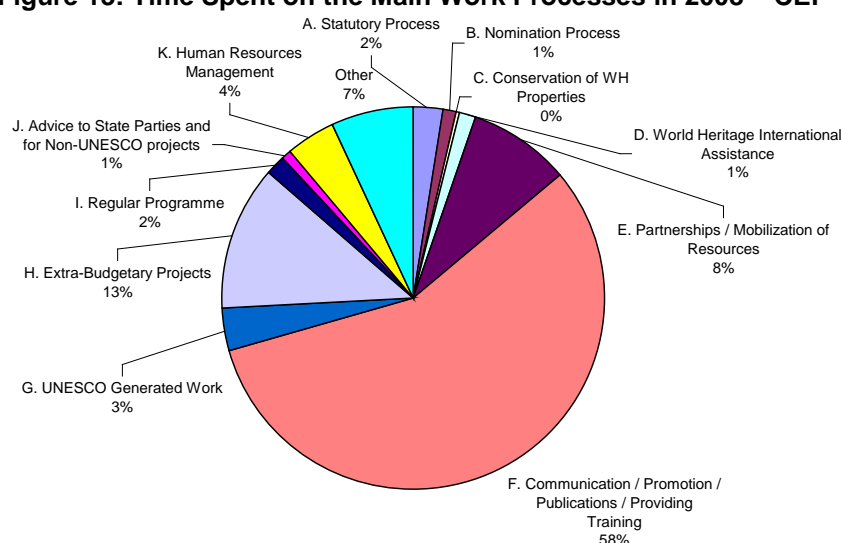
P3	RP – P	P1	EXB CONSULTANT
P3	EXB CONSULTANT	G6	EXB TEMP
P2	EXB P FITOCA	G5	RP – GS

The workload distribution in the Unit is as follows:

Table 16: Workload Distribution for CEP

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	2%	6	20%	1
B. Nomination Process	1%	3	40%	2
C. Conservation of World Heritage Properties	0%	1	20%	1
D. World Heritage International Assistance	1%	4	60%	3
E. Partnerships / Mobilization of Resources	8%	21	80%	4
F. Communication / Promotion / Publications / Providing Training	58%	141	100%	5
G. UNESCO Generated Work	3%	9	80%	4
H. Extra-Budgetary Projects	13%	30	60%	3
I. Regular Programme	2%	5	40%	2
J. Advice to State Parties and for Non-UNESCO Projects	1%	2	60%	3
K. Human Resources Management	4%	11	80%	4
Other Activities	7%	17		
TOTAL:	100%	250		

Figure 13: Time Spent on the Main Work Processes in 2008 – CEP



The average overtime for the Unit in 2008 was 28 days.

4.5.8 Special Projects Unit

The Special Projects Unit (SPU) had 13 staff members¹⁷, 10 of which participated in the workload mapping. The Office had staff under the following types of contracts:

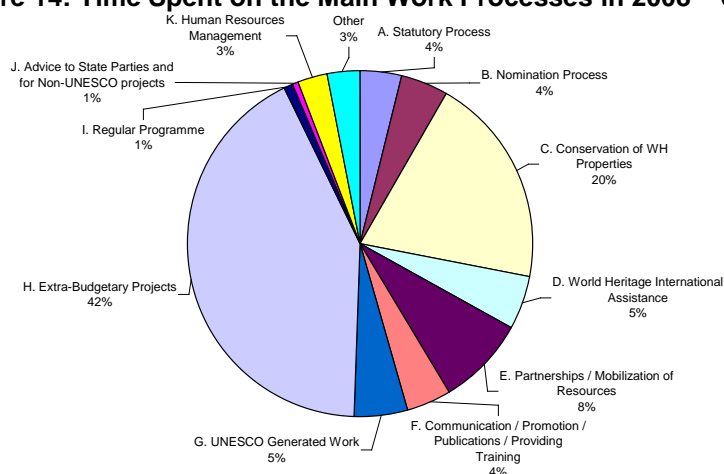
P4	RP – P	P2	EXB ALD
P4	EXB TEMP	P2	ASS EXP BELGIUM
P4	EXB UNF TEMP	P1	EXB ALD
P3	EXB TEMP	P1	EXB ALD
P3	EXB TEMP	P1	EXB ALD
P3	EXB SUPERNUM	G6	RP – GS
P3	EXB CONSULTANT	G5	RP – GS

The workload distribution in the Unit is as follows:

Table 17: Workload Distribution for SPU

Work Processes	Average Time Spent on Each Work Process in 2008		Number of Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	4%	10	60%	6
B. Nomination Process	4%	11	60%	6
C. Conservation of World Heritage Properties	20%	51	70%	7
D. World Heritage International Assistance	5%	12	50%	5
E. Partnerships / Mobilization of Resources	8%	22	70%	7
F. Communication / Promotion / Publications / Providing Training	4%	11	70%	7
G. UNESCO Generated Work	5%	13	70%	7
H. Extra-Budgetary Projects	42%	108	100%	10
I. Regular Programme	1%	2	40%	4
J. Advice to State Parties and for Non-UNESCO Projects	1%	1	20%	2
K. Human Resources Management	3%	7	90%	9
Other Activities	3%	8		
TOTAL:	100%	256		

Figure 14: Time Spent on the Main Work Processes in 2008 – SPU



The average overtime for the Unit in 2008 was 36 days.

¹⁷ The section was also assisted by two people: an individual based in Libreville on a P4 EXB ALD contract and an individual based in Bamako on a P1 EXB ALD contract. They were not asked to complete the workload mapping.

4.5.9 Policy and Statutory Implementation Unit

The Policy and Statutory Implementation Unit (POL) had 8 staff members (and one vacant post), 6 of which participated in the workload mapping. The Office had staff under the following types of contracts:

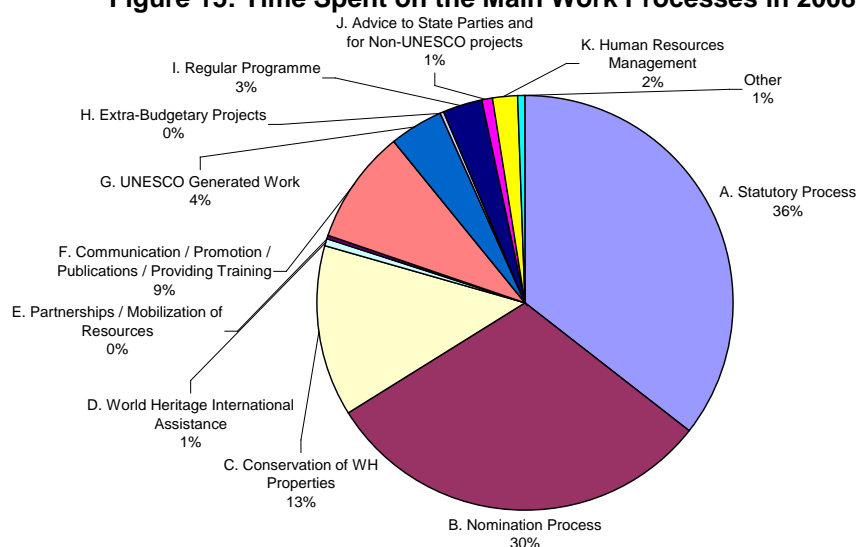
P4	RP – P	P1	RP SUPERNUMERARY
P3	RP – P	P1	EXB CONSULTANT
P3	EXB P FITOCA under recruitment	G5	RP – GS
P2	RP TEMP P	G4	RP – GS
P2	RP TEMP P		

The workload distribution in the Unit is as follows:

Table 18: Workload Distribution for POL

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	36%	116	83%	5
B. Nomination Process	30%	99	67%	4
C. Conservation of World Heritage Properties	13%	44	50%	3
D. World Heritage International Assistance	1%	2	33%	2
E. Partnerships / Mobilization of Resources	0%	0	17%	1
F. Communication / Promotion / Publications / Providing Training	9%	30	50%	3
G. UNESCO Generated Work	4%	13	67%	4
H. Extra-Budgetary Projects	0%	1	17%	1
I. Regular Programme	3%	10	50%	3
J. Advice to State Parties and for Non-UNESCO Projects	1%	3	33%	2
K. Human Resources Management	2%	6	50%	3
Other Activities	1%	1		
TOTAL:	100%	325		

Figure 15: Time Spent on the Main Work Processes in 2008 – POL



The average overtime for the Unit in 2008 was 51 days.

4.5.10 Informatics, Management and Systems Unit

The Informatics, Management and Systems Unit had 3 staff members (one of which was a half-time consultant), 2 of which participated in the workload mapping. The Office had staff under the following types of contracts:

P1	EXB SUPERNUMERARY
G4	EXB TEMP

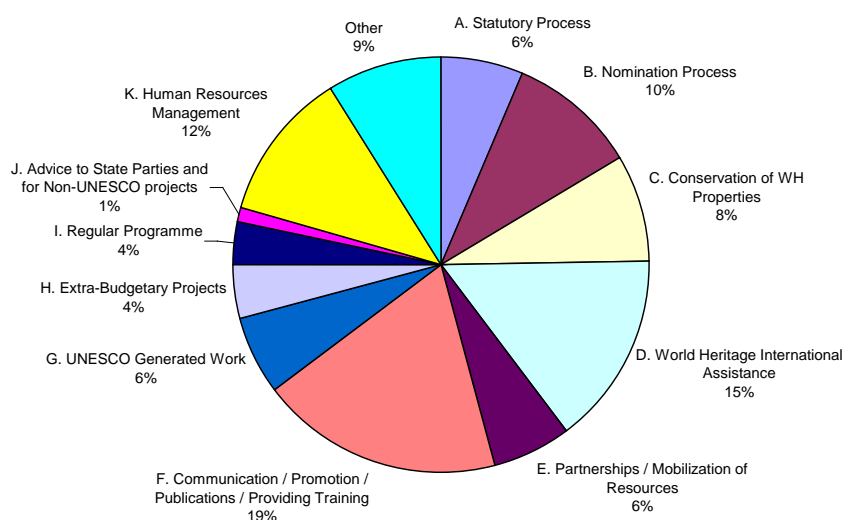
P5	EXB CONSULTANT ½ TIME
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The workload distribution in the Unit is as follows:

Table 19: Workload Distribution for IMS

Work Processes	Average Time Spent on Each Work Process in 2008		Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	6%	12	100%	2
B. Nomination Process	10%	18	100%	2
C. Conservation of World Heritage Properties	8%	15	100%	2
D. World Heritage International Assistance	15%	28	100%	2
E. Partnerships / Mobilization of Resources	6%	11	100%	2
F. Communication / Promotion / Publications / Providing Training	19%	34	100%	2
G. UNESCO Generated Work	6%	11	100%	2
H. Extra-Budgetary Projects	4%	8	100%	2
I. Regular Programme	4%	7	100%	2
J. Advice to State Parties and for Non-UNESCO Projects	1%	2	100%	2
K. Human Resources Management	12%	21	100%	2
Other Activities	9%	16		
TOTAL:	100%	183¹⁸		

Figure 16: Time Spent on the Main Work Processes in 2008 – IMS



The average overtime for the Unit in 2008 was 16 days.

¹⁸ This figure is below the annual average of 220 days because one of the individuals was a half-time consultant.

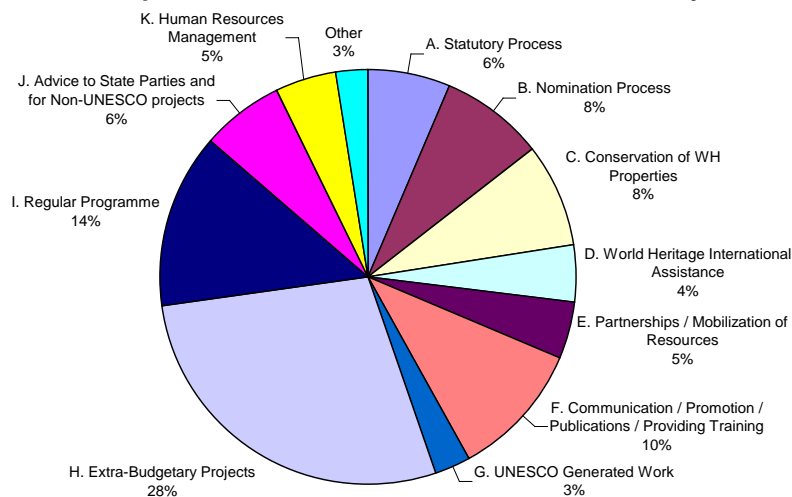
4.6 WHC Staff in the Field Offices

A total of 20 Field Office staff (including one consultant not working for a UNESCO FO) completed the workload mapping. Each UNESCO staff member has 220 working days per year; however, FO staff do not work solely on WHC matters. For the purpose of this exercise, they were asked to only represent their services to the WHC. The workload distribution in the field is as follows:

Table 20: Workload Distribution for FO Staff

Work Processes	Average Time Spent on Each Work Process in 2008		Field Office Staff Members Working on Each Process	
	Percent	Days	Percent	Number
A. Statutory Process	6%	9	25%	5
B. Nomination Process	8%	11	55%	11
C. Conservation of World Heritage Properties	8%	11	65%	13
D. World Heritage International Assistance	4%	6	40%	8
E. Partnerships / Mobilization of Resources	5%	6	50%	10
F. Communication / Promotion / Publications / Providing Training	10%	14	70%	14
G. UNESCO Generated Work	3%	4	40%	8
H. Extra-Budgetary Projects	28%	37	70%	14
I. Regular Programme	14%	18	60%	12
J. Advice to State Parties and for Non-UNESCO Projects	6%	8	45%	9
K. Human Resources Management	5%	6	45%	9
Other Activities	3%	3		
TOTAL:	100%	133		

Figure 17: Time Spent on the Main Work Processes in 2008 by FO Staff



The above figures show that FO staff spent 68% of their time on five work processes: Extra-Budgetary Projects, the Regular Programme, Communication / Promotion / Publications / Training, the Nomination Process and the Conservation of World Heritage.

Most staff members worked on all eleven work processes; however, fewer worked on the Statutory Process, on World Heritage International Assistance, and on UNESCO-Generated Work.

UNESCO Staff Members Working on WHC Matters in the Field

The following information was provided by the Heads of the Africa, Arab States, Asia and the Pacific, Europe and North America, and Latin America and the Caribbean units as well as the Administrative Office. Additional names were added to the list during the process: several individuals volunteered to complete the mapping as part of their work involves servicing the WHC.

Table 21: WHC Field Office Staff and Consultants Working in the Field

Region	Field Office	Number of Staff Members Working on WHC Matters	Number of Staff that Participated in Mapping
Africa	Accra	1	0
	Bamako	1	0
	Bamako (consultant, not in a FO)	1	0
	Dar es Salaam	1	0
	Libreville (consultant, not in a FO)	1	0
Arab States	Amman and Baghdad	1	1
	Bahrain (advisor, not in a FO)	1	1
	Beirut	1	0
	Cairo	1	0
	Doha	2	0
	Rabat	1	0
	Ramallah	1	0
Asia and the Pacific	Almaty	1	1
	Beijing	1	1
	Delhi	5	4
	Dhaka	2	2
	Hanoi	4	4
	Islamabad	1	1
	Jakarta	2	2
	Kabul	1	0
	Phnom Penh	1	0
	Tashkent	1	1
Teheran	1	0	
Europe	Moscow	2	0
	Venice	4	2
Latin America and the Caribbean	Havana	1	0
	Quito	1	0
	San José	1	0
TOTAL:		42 (39 Staff in the FOs and 3 consultants)	20 (19 Staff in the FOs and 1 consultant)

5. Conclusions

5.1 Comparison of Workloads between Permanent and Temporary Staff at Headquarters

Staff on temporary contracts, supernumeraries and consultants represented a high proportion of the WHC's human resources at HQ: 57% of P staff and 29% of G staff.

Several differences in the workloads of permanent and temporary staff can be observed from the figures below:

- Permanent staff spent a higher proportion of their time than temporary staff on the Statutory Process, the Conservation of WH Properties and WH International Assistance.
- Temporary staff spent a higher proportion of their time than permanent staff on Extra-Budgetary Projects and the Nomination Process.
- Permanent and temporary staff spent about an equal proportion of their time on the other main work processes.

Figure 18: Time Spent on the Main Work Processes in 2008 by Permanent Staff at HQ

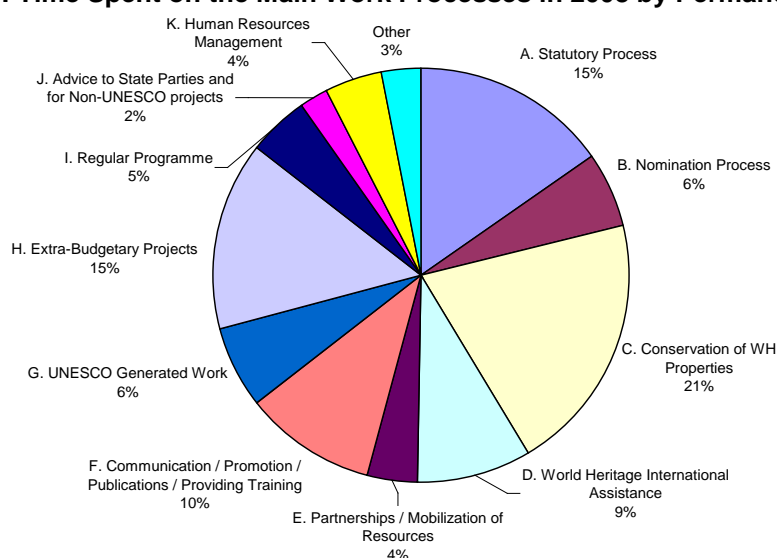
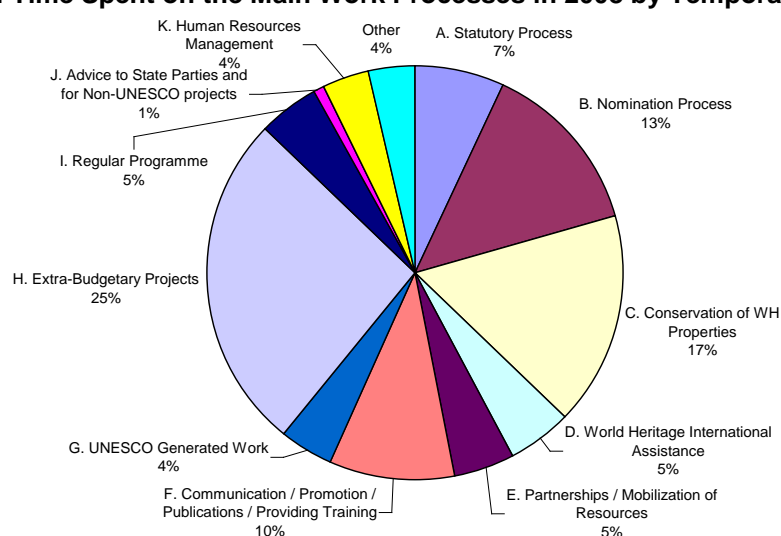


Figure 19: Time Spent on the Main Work Processes in 2008 by Temporary Staff at HQ



5.2 Comparison of Workloads between P and G Staff at HQ

- P staff spent a higher proportion of their time on the Nomination Process and on the Conservation of WH Properties.
- G staff spent a higher proportion of their time on the Statutory Process, on WH International Assistance, and on the Regular Programme.
- P and G staff spent about an equal proportion of time on the other work processes.

Figure 1: Time Spent on the Main Work Processes in 2008 by P Staff

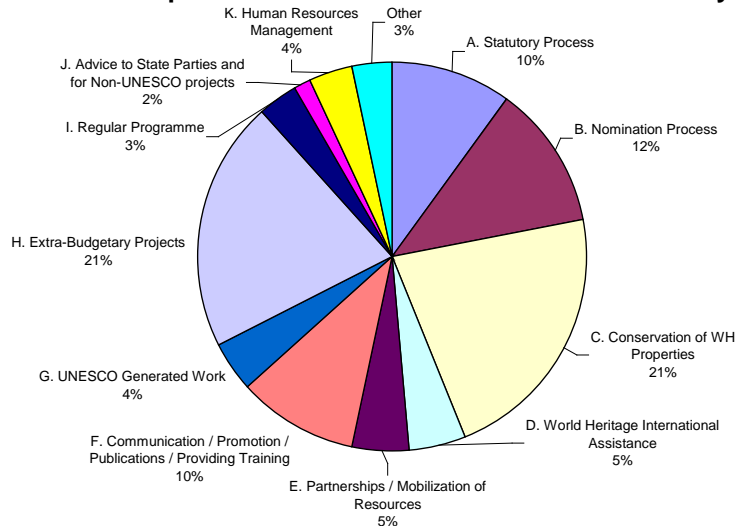
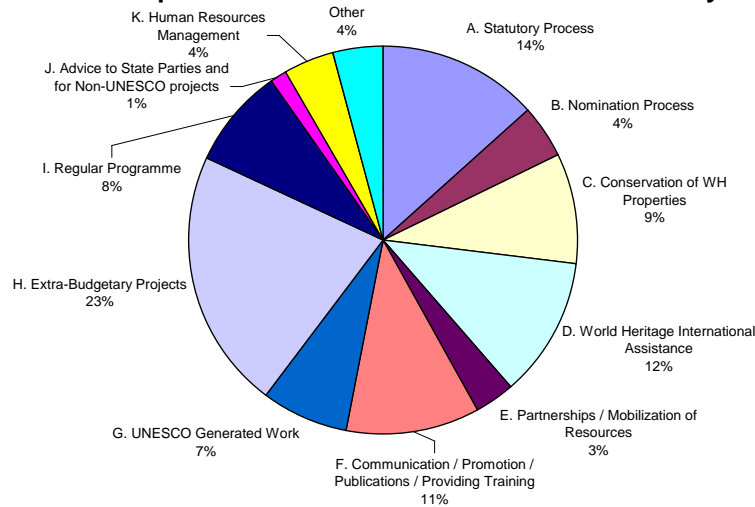


Figure 4: Time Spent on the Main Work Processes in 2008 by G Staff

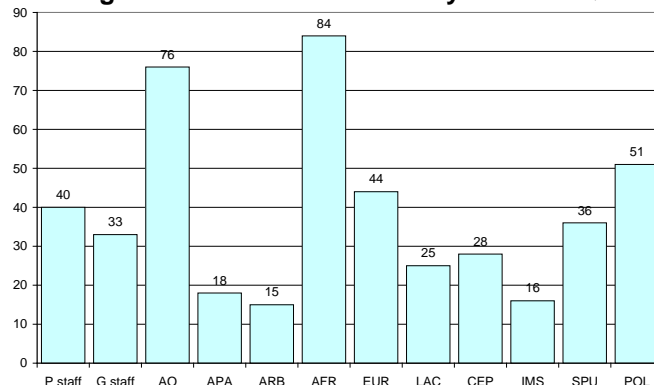


5.3 Overtime Trends – Comparison by Unit at Headquarters

The average overtime for 2008 per person at HQ was 39 days, where overtime is the number of days exceeding the 220 average annual working day figure. The graph represents the overtime by Unit.

AFR, AO and POL units had the highest overtime figures at HQ.

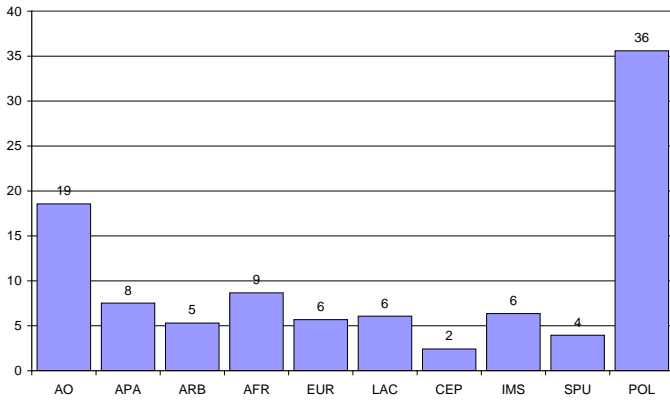
Figure 20: Overtime Trends by Unit at HQ



5.4 Time Spent on the Five Main Work Processes – Comparison by Unit

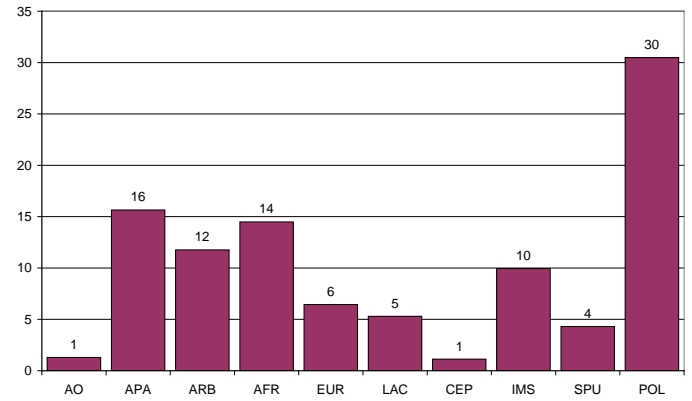
The following five work processes represented about 75% of the workload at HQ.

Figure 21: Percentage of Work Time Spent on A. Statutory Process by Unit at HQ



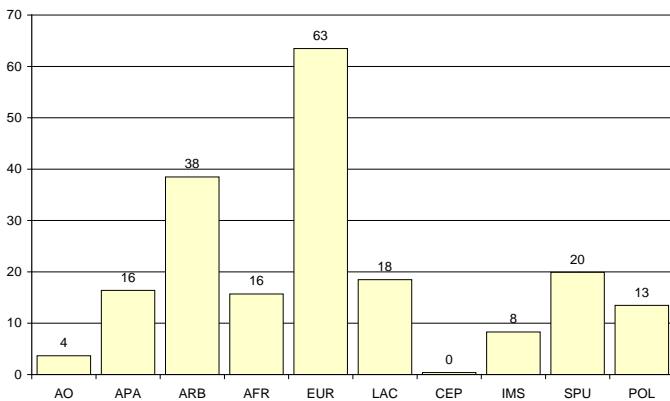
Staff in POL and the AO spent much more time on this process than the other units.

Figure 22: Percentage of Work Time Spent on B. Nomination Process by Unit at HQ



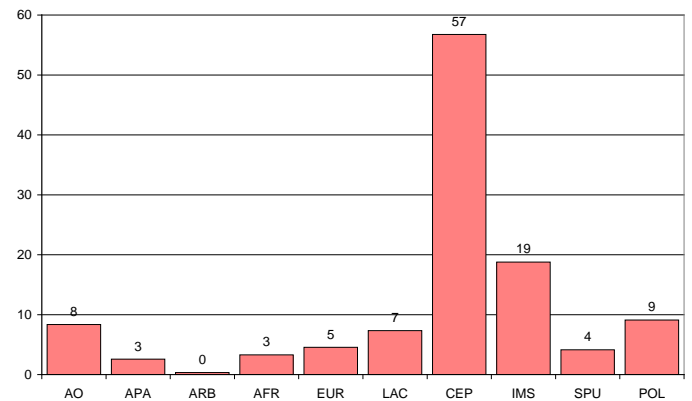
Staff in POL, APA, AFR, and ARB spent a significant amount of their time on this process.

Figure 23: Percentage of Work Time Spent on C. Conservation of WH Properties by Unit at HQ



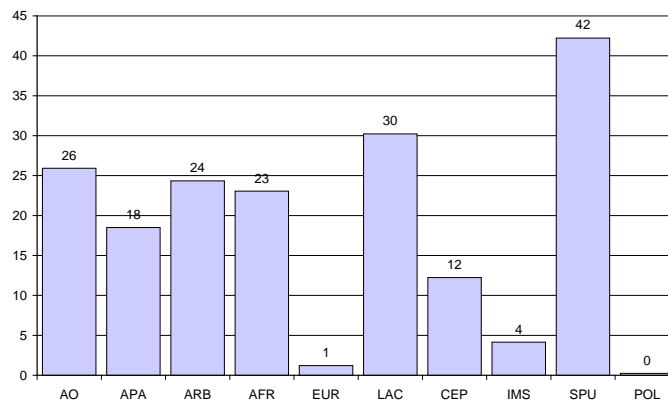
All units, especially EUR, ARB and SPU spent a significant amount of time on this process, except for AO and CEP.

Figure 24: Percentage of Work Time Spent on F. Communication / Promotion / Publications / Training by Unit at HQ



Staff in CEP and IMS spent a large portion of their time on this process, followed by POL and the AO.

Figure 25: Percentage of Work Time Spent on H. Extra-Budgetary Projects by Unit at HQ



Staff in all units, except for EUR, POL and IMS spent a large portion of their time on this process.

5.5 Comparison of Workloads between Headquarters and the Field Offices

At least 39 staff members from 25 Field Offices as well as three consultants based in the field spent, on average about half of their time on WHC matters. Half of these staff members were working in the Asia and the Pacific region.

Several differences in the workloads of HQ and FO staff can be observed from the figures below:

- Staff at HQ spent a higher proportion of their time than those in the field on the Conservation of WH Properties, on the Statutory Process and on WH International Assistance.
- Staff in the field spent a higher proportion of their time than those at HQ on Extra-Budgetary Projects and on Advice to State Parties for Non-UNESCO Projects.
- Staff at HQ and in the field spent about an equal proportion of their time on the other main work processes.

Figure 26: Time Spent on the Main Work Processes in 2008 by All Staff at HQ

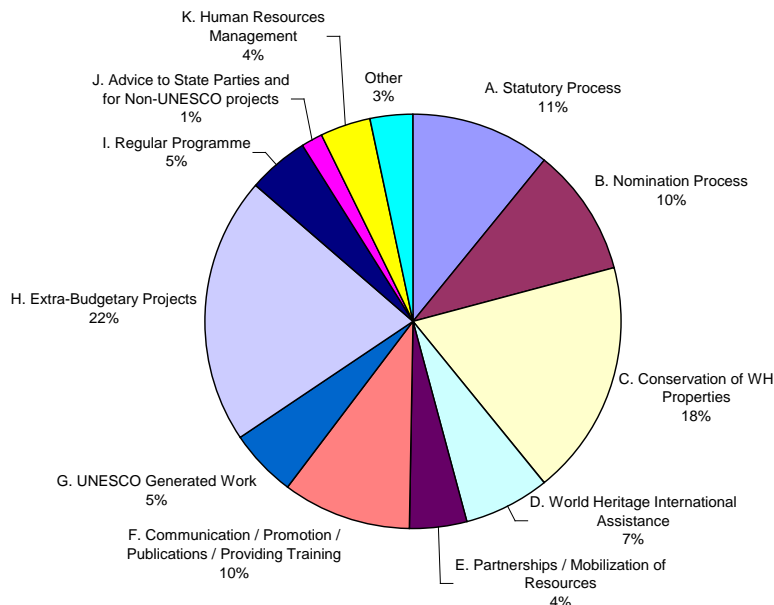
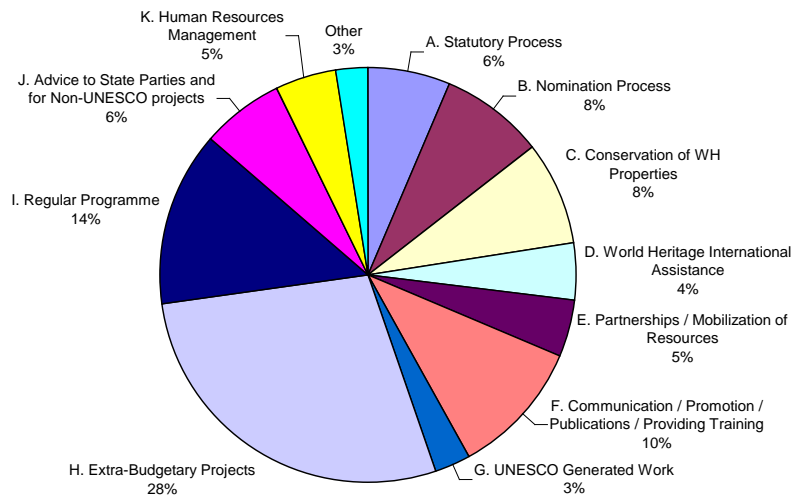


Figure 17: Time Spent on the Main Work Processes in 2008 by FO Staff



Annex: WHC Work Processes and Tasks Template

World Heritage Centre - Mapping of the Workload for 2008

Name (LAST, First): _____ Department (ex. CLT/WHC/EUR): _____

*Note: each employee has **220** working days per year (this already excludes DG days, public holidays, vacation time, sick leave, etc.)*

TASKS IN EACH PROCESS	A. Statutory Process	B. Nomination Process	C. Conservation of WH Properties	D. World Heritage International Assistance	E. Partnerships / Mobilization of Resources	F. Communication / Promotion / Publications / Providing Training	G. UNESCO Generated Work	H. Extra-Budgetary Projects	I. Regular Programme	J. Advice to State Parties and for Non-UNESCO projects	K. Human Resources Management
1. Preparatory Meetings (Planning and Coordination: internal and external)											
2. Correspondence (including e-mail)											
3. Mobilization of resources											
4. Contracts and Administrative Arrangements (including budgeting)											
5. Knowledge Management											
6. Reactive Monitoring Missions											
7. Advice to State Parties											
8. Information to the public (publications, internet, seminars etc.)											
9. Implementation of Additional Tasks Requested by the Committee (Reference to the decisions)											
10. Studying reports and other documents											

11. Missions (include weekend/holiday days if applicable)											
12. Drafting of reports (including statutory documents and editing)											
13. Backstopping to Field Offices											
TOTAL number of days (please do not enter data, calculated automatically):											
Estimate % of Total Work Time Spent on Each Process (please do not enter data, calculated automatically):											

Other Tasks: if something is missing, please add it in one of the grey rows below

UNESCO or Sector-wide events	
UN Events	
Other elective events	
Management type boards (MBF, PAB, SEPU, STU, ISAU...)	
Management of the Emblem	
Training for WHC staff	
Additional leave (illness, etc.)	
TOTAL number of days (please do not enter data, calculated automatically):	

TOTALS: please do not enter data (generated automatically)	
Total Number of Working Days Per Year:	
Overtime in Days:	