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

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

WORLD HERITAGE COMMITTEE

Forty-first session

**Krakow, Poland
2 – 12 July 2017**

Item 14 of the Provisional Agenda: Report on the execution of the budget for the biennium 2016-2017 and preparation of the budget for the biennium 2018-2019

INF. 14.II: Comparative Mapping Study of Forms and Models for use of Advisory Services by International Instruments and Programmes

SUMMARY

Further to the Decision **40 COM 15**, this document presents a Comparative Mapping Study of Forms and Models for use of Advisory Services by International Instruments and Programmes produced by the UNESCO Internal Oversight Service (IOS).

This information Document should be read in conjunction with Document WHC/17/41.COM/14.



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A Comparative Mapping of Forms and Models for Use of Advisory Services by International Instruments and Programmes

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EXECUTIVE SUMMARY

Key Advisory Findings

This IOS study reviewed the forms and models for the use of advisory services by similar international instruments and programmes.

IOS concluded that currently the services obtained by the World Heritage Committee from Advisory Bodies (IUCN, ICOMOS and ICCROM) constitute 75 per cent of the total budget from the World Heritage Fund, leaving very little for other key tasks such as providing international assistance to the States Parties.

The current practices for assessing nominations to the World Heritage List by the Advisory Bodies are heavy and costly when compared with those of similar international instruments and programmes. There is an opportunity to revisit the working methods and adopt practices from other international instruments and programmes. Further, some advisory services such as assessing requests for international assistance and reactive monitoring missions can be sourced differently, e.g. from a panel of experts established by the Committee.

Background

1. The World Heritage Committee at its 40th session adopted Decision 40 COM 15, which emphasises 'the importance of securing value for money in the commissioning of advisory services in view of optimisation of the use of resources of the Fund'. The Committee requested 'the Secretariat to prepare (...) a comparative mapping of forms and models for use of advisory services (such as evaluation, technical services, etc.) by other international instruments and programmes as a means of benchmarking the price of services, including but not limited to UNESCO site-based conventions and programmes, for consideration by the ad-hoc Working Group at the earliest opportunity and examination by the Committee at its 41st session'

2. Currently the Advisory Bodies to the World Heritage Committee are understood to be ICCROM (the International Centre for the Study of the Preservation and Restoration of Cultural Property), ICOMOS (the International Council on Monuments and Sites), and IUCN -(the International Union for Conservation of Nature).

3. The roles of the Advisory Bodies as per paragraph 31 of the 2016 Operational Guidelines for the Implementation of the World Heritage Convention are to:

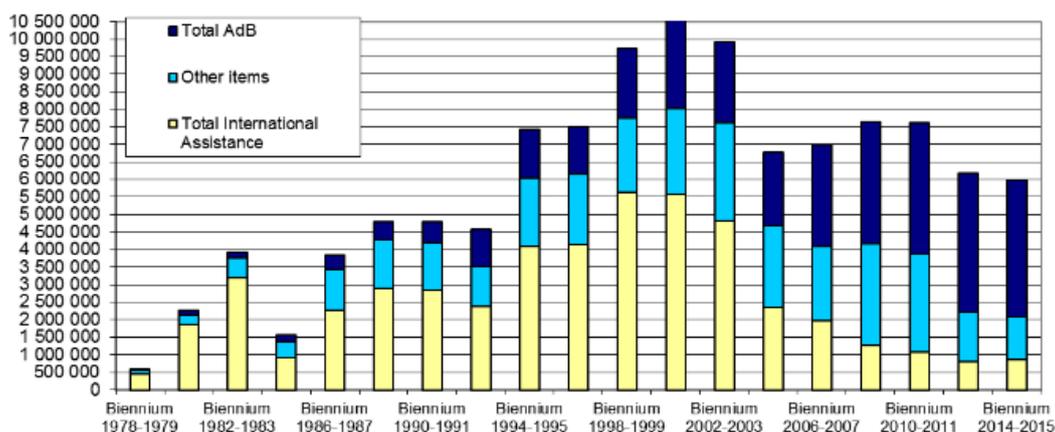
- a) advise on the implementation of the World Heritage Convention in the field of their expertise;
- b) assist the Secretariat, in the preparation of the Committee's documentation, the agenda of its meetings and the implementation of the Committee's decisions;
- c) assist with the development and implementation of the Global Strategy for a Representative, Balanced and Credible World Heritage List, the Global Training Strategy, Periodic Reporting, and the strengthening of the effective use of the World Heritage Fund;
- d) monitor the state of conservation of World Heritage properties (including through Reactive Monitoring missions at the request of the Committee and Advisory missions at the invitation of the States Parties) and review requests for international assistance;
- e) in the case of ICOMOS and IUCN evaluate properties nominated for inscription on the World Heritage List, in consultation and dialogue with nominating States Parties, and present evaluation reports to the Committee; and
- f) attend meetings of the World Heritage Committee and the Bureau in an advisory capacity.

4. Article 7 of the Convention emphasizes that the purpose of the Convention is international protection of the world's cultural and natural heritage and the establishment of a system of international cooperation and assistance designed to support States Parties to the Convention in their efforts to conserve and identify that heritage. Further, Article 15 of the Convention also specifies that the Committee is responsible for defining the use of the World Heritage Fund.

5. While all other budgets have shown significant compression, the Advisory Bodies' funding has remained more or less constant from 2010 onwards. The 2016-2017 budget for the Advisory Bodies represents more than 75 percent of the total allocation of the Expenditure Plan. Twenty years ago, Advisory Bodies' budgets represented only 20 percent of the World Heritage Fund budget.

6. Figure 1 shows the World Heritage Fund budget evolution since 1978 – 2015. International assistance has been the main casualty of the World Heritage Funds' reduction in expenditure. From its peak of US\$ 5.5 million in 1998 - 1999, the budget for international assistance has shrunk to less than US\$ 1 million in 2014 - 2015.

Figure 1 Evolution of the World Heritage Fund Budget by Biennium (1978 – 2015)



Source: WHC-15/39.COM/15

Study objective, scope and methodology

7. The IOS study undertaken at the request of the World Heritage Convention's Secretariat aimed at mapping forms and models for the use of advisory services by various international instruments and programmes, including but not limited to UNESCO site-based conventions and programmes. The study covered the period 2012 – 2015 (i.e., two biennia) and included the following conventions and programmes:

- Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)
- Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954)
- Convention for the Safeguarding of the Intangible Cultural Heritage (2003)
- Man and the Biosphere Programme (1971)
- Convention on Wetlands, called the Ramsar Convention (1971)
- Convention on the International Trade in Endangered Species of Wild Fauna and Flora (1973)
- UNESCO Global Geoparks (current label ratified in 2015)

To understand the evolution of the Advisory Bodies' roles and responsibilities, historical documents also formed part of the research.

8. IOS performed the study in accordance with the *International Standards for the Professional Practice of Internal Auditing*. IOS and WHC agreed on the Advisory Terms of Reference as set forth in Annex VII prior to commencing work. Preliminary work included the review of the IOS 2013 Audit of the Working Methods of Cultural Conventions. The study included review of Conventions texts and Operational Guidelines, Conventions and Programmes Governing Bodies' decisions where relevant, interviews with staff of the Convention/Programme Secretariats and the Advisory Bodies/experts who provide advisory services to Conventions and Programmes.

9. IOS contracted the services of two consultants, namely Mr Natarajan Ishwaran and Ms Maider Marañña to assist in study and provide expert advice during the steering body meetings.

10. IOS and the consultants, using best available data, identified elements of the international instruments and programmes that lend themselves to mapping. The study team concluded that inscription / listing processes, field missions and international assistance were the core processes that will be subject to mapping and comparison.

Principal Conclusions

11. The Convention Concerning the Protection of the World Cultural and Natural Heritage (1972) and the Operational Guidelines for the Implementation of the World Heritage Convention assigns advisory services an integral role, which over the years has evolved. Other international instruments and programmes use advisory services for specific purposes and generally the level of advisory services required and roles played are less intense when compared to Advisory Bodies to the 1972 Convention.

12. In respect of the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972), the growth of the use of advisory services at the expense of other budget lines has reached a level difficult to sustain and results in crowding out of other activities like international assistance.

13. Current Advisory Bodies' practices for assessing nominations to the World Heritage List are heavy and costly when compared with other international instruments and programmes. Other international instruments and programmes have less intensive practices; however, their nomination assessment is not comparable to the effort required to assess the 1972 Convention's inscription benchmark of Outstanding Universal Value.

Table of Recommendations:

Recommendation 1: World Heritage Committee to review the overhead costs (project administration and contingency fund costs) charged by the Advisory Bodies with the view to eliminate them from the budget, since these charges are not supported by direct costs associated with the work performed by the Advisory Bodies.

Recommendation 2: WHC Secretariat to obtain legal advice on sourcing advisory services, i.e., definitive legal opinion on whether the Committee is compelled to use only ICCROM, IUCN and ICOMOS to provide advisory services.

Recommendation 3: World Heritage Committee to identify the root cause(s) for Committee decisions deviating from Advisory Bodies advice, procured at a significant cost to the World Heritage Fund, and take action to address them.

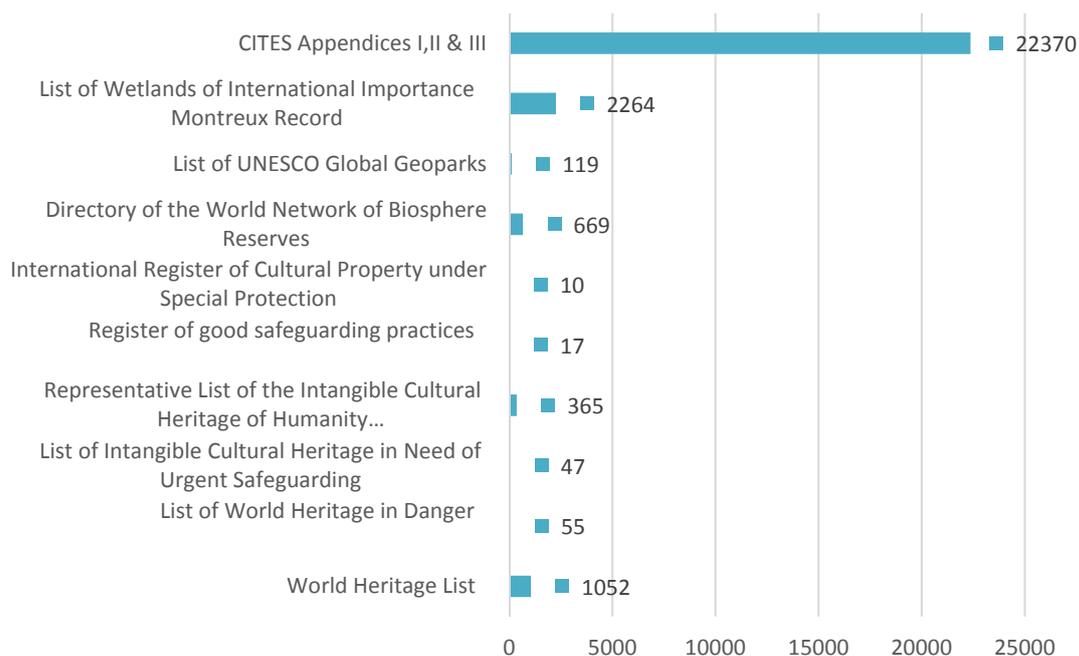
Recommendation 4: World Heritage Committee to take the opportunity to envisage changing working methods and incorporate practices of other international instruments / programmes to generate efficiencies.

Comparative Mapping of different international instruments and programmes

14. The advisory services to the seven international instruments and programmes included in this study fulfil many roles. Common roles include desk reviews, attending panel meetings, field missions and reporting to Committees; however the extent and complexity of these roles differ.

15. All seven international instruments and programmes studied maintain lists of elements and can use advisory services. Only the 1954 Convention has not used advisory services. The 1972 Convention relies on ICOMOS, IUCN and ICCROM as the main providers of advisory services, while the other international instruments and programmes studied obtain advisory services from individuals. Annex I provides an overview of the general information mapped for the seven international instruments and programmes included in this study. Figure 2 provides an overview of the number of listed elements.

Figure 2 Number of elements listed

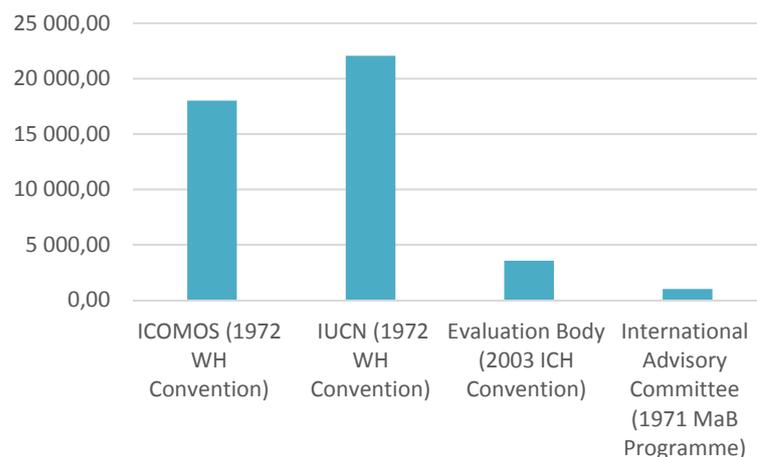


16. Annex II summarizes the elements listing processes that generally take place over two to three years depending on the studied international instruments or programme. The mapping confirmed that not all of the studied international instruments or programmes require advisory services to perform field missions prior to inscribing elements in their lists. While the 1972 Convention and UNESCO Global Geoparks programme both, consider the field mission findings when making a listing decision, the funding modalities of the field missions differ. The World Heritage Committee uses the World Heritage Fund to finance these field missions, while aspiring Geoparks self-fund the field missions.

17. Additionally, as shown in Annex II inscription requests vary in number. The 1972 Convention and 2003 Convention are the two UNESCO international instruments / programmes experiencing greater inscription demands. Most international instruments or programmes Committees, Bureaux or Conference of Parties generally follow the advice of the advisory services in respect of listing of elements. However, the mapping showed that the Committees of the 1972 and 2003 Conventions do not always follow the advice, Finding 3 further elaborates this.

18. The studied international instruments and programmes element listing costs vary significantly and are possibly incomparable. Annex III includes indicative costs associated with listing an element based on best available information. Figure 3 displays the average cost that the funding source pays to advisory services for actions relating to listing an element. This data does not reflect the advisory services contribution to the listing process. The information shows that the 1972 Convention costs are significantly higher than those of the 2003 Convention and the 1971 Man and Biosphere programme. The different processes followed and the nature of the element pending listing has a direct influence on the costs.

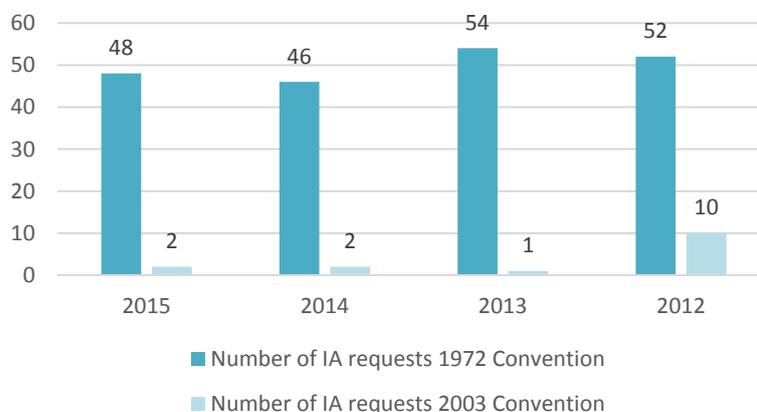
Figure 3 Average cost paid to advisory bodies for services relating to element listing¹



19. Advisory services to some of the international instruments and programmes studied also include other field missions, Annex IV summarises these. These missions are undertaken essentially to offer advice and can be self-initiated by the competent authority or by the Committee responsible for the element list. The missions are performed for a specific purpose and are not directly comparable but Annex IV offers an overview of the field mission cycle from initiation through to reporting.

20. The study noted that both the 1972 Convention and 2003 Convention make provision for advisory bodies to contribute to the assessment of requests for international assistance. Annex V summarises the role that advisory bodies play and it is noticeable that the 1972 Convention receives more of these requests than the 2003 Convention as shown in Figure 4.

Figure 4 International assistance requests



21. In the course of the mapping exercise, IOS identified issues that could contribute to the ad-hoc Working Group's discussion of the optimisation of the use of the resources of the World Heritage Fund. These findings are further elaborated in the subsequent portion of this report.

IOS Findings

Finding 1: Unclear value for money due to lack of competition and opaque cost structures

22. Launching a request for proposals encourages competition by creating conditions for transparent price discovery and offering other service providers the possibility to express interest in providing the requested services.

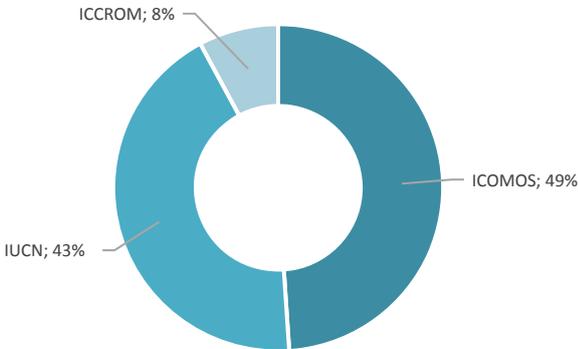
¹ No information is included for the 1954 Convention for the Safeguarding Cultural Property in the Event of Armed Conflict, UNESCO Global Geoparks, 1971 Convention on Wetlands Ramsar and the 1973 Convention on the International Trade in Endangered Species of Wild Fauna and Flora because of their different approaches and funding modalities for listing elements. Comparative Mapping Study of Forms and Models for Use of Advisory Services by International Instruments and Programmes

23. The Convention references the Advisory Bodies, thus intrinsically linking them to the Convention. Over the years, these Advisory Bodies have become the Conventions' main providers of advisory services. In other Intergovernmental Programmes reviewed in the study, the relevant Statutes do not specifically name the Advisory Bodies.

24. Advisory Bodies (IUCN, ICOMOS and ICCROM) prepare their budgets based on their own standard costs, but these often differ from the actual costs and there is little evidence that they reflect the level of effort required for service delivery.

25. During interviews, the current Advisory Bodies stated that while receiving payment for their work, they are also subsidizing the Convention's work and in their opinion, they offer their services below market rates; and their network members volunteer their services as well. An evaluation performed by IUCN's independent Planning, Monitoring and Evaluation Unit of the IUCN World Heritage Programme, dated December 2013, highlighted the fact that the workload was becoming unsustainable and required an increase in resources or a decrease in workload. The three Advisory Bodies share the World Heritage Fund budget allocation as shown in Figure 5.

Figure 5 Advisory Bodies budget allocation 2014 - 2015



26. Advisory Bodies use subcontractors to provide advisory services where in-house capacity is insufficient or specialized expertise is required. The Advisory Bodies perform this subcontracting through their own networks without consulting the World Heritage Centre.

27. A review of the Advisory Bodies budget proposals shows that all three systematically add a ten percent project administration charge and a one percent contingency charge to each of main service lines e.g., advisory services and evaluations, monitoring and global capacity building strategy. IOS cannot identify any justification for this charge and none of the other international agreements / programmes studied has a similar budget line for overheads.

28. Since the Advisory Bodies perform subcontracting and the Secretariat has no visibility of the selection processes followed, UNESCO has no assurance that it is receiving value for money when contracting the Advisory Bodies.

<p>Recommendation 1: We recommend that World Heritage Committee review the overhead costs (project administration and contingency fund costs) charged by the Advisory Bodies with the view to eliminate them from the budget, since these charges are not supported by direct costs associated with the work performed by the Advisory Bodies.</p>	<p>Medium Priority</p>
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Finding 2: Perceived monopoly on providing the Committee with advisory services

29. The 2016 Operational Guidelines for the Implementation of the World Heritage Convention (Guidelines) in paragraph 30 state: 'The Advisory Bodies to the World Heritage Committee are ICCROM (the International Centre for the Study of the Preservation and Restoration of Cultural Property) ICOMOS

(the International Council on Monuments and Sites) and IUCN (the International Union for the Conservation of Nature)'. The Operational Guidelines (Guidelines) reference *The World Heritage Convention* (Convention) Article 8.3² as the support for this.

30. Article 8.3 of the Convention establishes the World Heritage Committee, sets forth its membership, and grants ICCROM, ICOMOS and IUCN and representatives of other international or non-governmental organizations with similar objectives to attend the Committee meetings in an advisory capacity. This specific article however does not designate the three entities (i.e., ICCROM, ICOMOS and IUCN) as "the" Advisory Bodies.

31. Additionally, Article 13 (7) of the Convention requires the World Heritage Committee to co-operate with international and national governmental and non-governmental organizations with 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) ICCROM
- The International Council of Monuments and Sites (ICOMOS)
- The International Union for Conservation of Nature and Natural Resources (IUCN),

as well as other public and private bodies and individuals.

32. Further, Article 14 (2) of the Convention specifies that '*The Director-General utilizing to the fullest extent possible the services of ICCROM, ICOMOS and 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*'.

33. The limitation of service providers to the three organizations seems not binding nor is it in line with current realities. The Convention is almost 50 years old and while the three Advisory Bodies were probably unique in their expertise and competencies in the 1970's, there are now many more Governmental and non-Governmental bodies who could provide similar services. Additionally there are also individuals with considerable experience in the work of the Convention who can provide advisory services.

34. It is to be noted that the Committee already used another body for advice in the past: in 2000, at its 24th session, it approved an amount of US\$61,000 under the 2001 World Heritage Fund budget for ICSU (International Council for Science), for the monitoring of Kakadu National Park.

Recommendation 2: We recommend that WHC Secretariat obtain legal advice on sourcing advisory services, i.e., definitive legal opinion on whether the Committee is compelled to use only ICCROM, IUCN and ICOMOS to provide advisory services.

Medium priority

Finding 3: Need to balance use of advisory services against cost

35. As per the Operational Guidelines, 'The Committee bases its decisions on objective and scientific considerations and any appraisal made on its behalf must be thoroughly and responsibly carried out'. The Committee recognizes that such decisions depend upon:

- carefully prepared documentation;
- thorough and consistent procedures;
- evaluation by qualified experts; and
- if necessary, the use of expert referees'

² World Heritage Convention Article 8.3: 'A representative of the International Centre for the Study of the Preservation and Restoration of Cultural Property (Rome Centre), a representative of the International Council of Monuments and Sites (ICOMOS) and a representative of the International Union for Conservation of Nature and Natural Resources (IUCN), to whom may be added, at the request of States Parties to the Convention meeting in general assembly during the ordinary sessions of the General Conference of the United Nations Educational, Scientific and Cultural Organization, representatives of other international or non-governmental organizations, with similar objectives, may attend the meetings of the Committee in an advisory capacity'.

36. UNESCO Director-General Irina Bokova, in 2012, raised the credibility of the World Heritage List in her address to the Committee.

*'The credibility of the inscription process must be absolute at all stages of the proceedings from the work of the advisory bodies to the final decision by the States Parties, who hold the primary responsibility in this regard. Today, criticism is growing, and I am deeply concerned. I believe we stand at the crossroads, with a clear choice before us. We can continue to gather, year after year, as accountants of the World Heritage label, adding more sites to the list, adhering less and less strictly to its criteria. Or we can choose another path. We can decide to act and think as visionaries, to rejuvenate the World Heritage Convention and confront the challenges of the 21st century. World Heritage is not a beauty contest.'*³

37. The study identified an issue relating to the use of advisory services. In some cases, the Advisory Bodies recommend deferral, referral or non-inscription. However, the Committee independent of this advice has inscribed sites without the States Parties addressing some fundamental issues and concerns raised by the Advisory Bodies. Such inscriptions can have reputational consequences and can adversely affect the 'brand' of World Heritage Site. This was also addressed as a critical issue in the Evaluation of the Global Strategy by the External Auditor in 2011 (see document WHC-11/35.COM/INF.9A, §170-174) Table 1 summarizes these decisions.

Table 1 Committee decisions

Year	No. of files	AB rec. Inscribe	Com. followed AB advice		AB rec. Deferral	Com. followed AB advice		AB rec. Referral	Com. followed AB advice		AB rec. not to Inscribe	Com. followed AB advice		ICOMOS different IUCN	Com. followed AB advice
			Yes	No		Yes	No		Yes	No		Yes	No		
2012	33	13	100%		8	25%	75%	6	0%	100%	4	0%	100%	2	100%
2013	30	19	100%		6	33%	67%	2	0%	100%	2	50%	50%	1	100%
2014	36	18	100%		13	15%	85%	2	0%	100%	3	0%	100%	0	N/A
2015	36	22	100%		6	33%	67%	7	29%	71%	1	0%	100%	0	N/A

38. IOS notes that the World Heritage Committee has always followed positive recommendations for inscription. The Committee seldom follows advice for deferral, referral or non-inscription as shown in the table above.

39. IOS noted a similar divergence in acceptance of the Evaluation Body advice given to the Intergovernmental Committee of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage. The Intergovernmental Committee, through decision 11. COM 10, established an informal ad hoc working group to examine issues relating to the consultation and dialogue between the Evaluation Body and the submitting States, the decision-making process of the Committee on nominations, proposals and requests, as well as any other issue in order to strengthen the implementation of the Convention.

40. Overriding the technical advice procured at a significant cost to the World Heritage Fund and complementary investment by the Advisory Bodies has a negative impact on the credibility of the World Heritage List. It creates the impression that States Parties prize the inscription of heritage properties more for its capillary transactional potentials than its conservation values, a perception that many academics have noted.

³ Source: Address by Ms Irina Bokova, UNESCO Director-General, on the occasion of the opening of the 36th session of the World Heritage Committee, 24 June 2012, St Petersburg, Russian Federation

Recommendation 3: We recommend that World Heritage Committee identify the root cause(s) for Committee decisions deviating from Advisory Bodies advice, procured at a significant cost to the World Heritage Fund, and take action to address them.

Medium
Priority

Finding 4: Working methods are unnecessarily long, time consuming and costly

41. Advisory Bodies services are procured in accordance with the financial regulations that govern the World Heritage Fund to facilitate:

- evaluation of nominations to the World Heritage List proposed by the States Parties,
- monitoring missions to evaluate the state of conservation of specific World Heritage sites that can be under threat or facing any conservation problem, as well as technical reviews and desk studies related to the impact of proposed developments on the sites' Outstanding Universal Value - see Annex IV,
- assessment of international assistance requests from States Parties - see Annex V.

Evaluation of nominations

42. IOS mapped the Advisory Bodies processes followed for evaluating nominations of the International Instruments / Programmes studied - see Annex II above. Additionally, IOS has mapped ICOMOS and IUCN procedures for evaluating nominations - see Annex VI.

43. While these consistent procedures provide a structured approach to evaluations, the process is heavy, time consuming and costly. Annex III sets forth the costs and processes per international instrument / programme relating to inscription. The costs associated with listing properties under the 1972 World Heritage Convention are substantially higher than the other international instruments / programmes studied. The complexity of the 1972 Operational Guidelines and the extent of the work that the Committee expects the Advisory Bodies to perform contribute to the higher costs.

44. IOS propose that the evaluation of nominations should be redesigned in order to achieve cost savings and expand the providers of advisory services, by adopting practices of other international instruments / programmes. Table 2 summarises options that the Committee could consider; some options may require an amendment to the current Operational Guidelines.

Table 2 Proposed change in working for nomination evaluation

Process	Current working method	Proposed working method
Nomination: completeness check	WHC performs completeness check and Advisory Bodies attend a one-day meeting in Paris for WHC to present their conclusions	Secretariat to perform completeness check, Advisory Bodies to review dossier and completeness check online and raise any comments electronically. The one-day meeting in Paris will no longer be required
Desk study/research: Physical dossiers	Dossiers made available to Advisory Bodies in hard copy	Secretariat to create a restricted website for soliciting expert comments. Comments to be solicited from a wide range of experts not only the Advisory Bodies and their networks but also other experts or a panel. This links to Findings 2 & 3 and applies UNESCO Global Geoparks practice of accepting electronic dossiers and a secure website - see also Annex I & Annex II for 1971 Man and Biosphere programme that has a panel of experts who provide advisory services.
Desk study and research: Initial conclusions	All nominations subject to a field mission	Advisory Bodies to determine based on the desk review which sites require field missions. A site with clear merits for inscription supported by information as to the current state of conservation / integrity of the site, and evidence involvement/awareness of local communities' involvement or awareness may not require a field mission. Similarly, sites with clear reasons for rejection need not have field missions. The 2003 Convention for the Safeguarding of Intangible Cultural Heritage and 1971 Man and Biosphere programme and 1971 Convention on Wetlands evaluate inscriptions solely on a desk review - see Annex II

Reactive monitoring missions and international assistance

45. IOS, using the information gathered during the mapping exercise, proposes changes to reactive monitoring missions and international assistance processes. Table 3 and 4 summarise these ideas.

Table 3 Proposed change in working for reactive monitoring missions

Process	Current working method	Proposed working method
Reactive monitoring missions	Advisory Bodies contracted to perform reactive monitoring missions	On a selective basis, explore the use of alternative service providers to perform reactive monitoring missions. A possible working method could be Secretariat selects and contracts experts for Reactive Monitoring Missions (including but not limited to Advisory Bodies). Advisory Bodies to make their expert lists available and accessible on the respective websites etc. See Finding 2 & 4 and Annex IV for information on how other International Instruments / Programmes follow-up on inscribed / listed items

Table 4 Proposed change in working for assessing international assistance

Process	Current working method	Proposed working method
International assistance	Less than and up to US \$ 5,000: Secretariat reviews and DIR/WHC takes decision US\$ 5,001 – 30,000 US\$ (up to US\$ 75 000 for emergency assistance): Evaluation by Secretariat & Advisory Bodies - Chairperson takes decision US\$ 30,000 (above US\$ 75,000 for emergency assistance) Evaluation by Secretariat & Advisory Bodies – Committee takes decision	Given the World Heritage Fund financial constraints as highlighted in Finding 1, reduce the role of the Advisory Bodies in assessing international assistance and align with the practice of 2003 Convention as summarized in Annex V

46. It is IOS opinion that the Committee could redirect any savings generated from changing the working methods to other critically underfunded functions.

<p>Recommendation 4: We recommend that the World Heritage Committee take the opportunity to envisage changing working methods and incorporate practices of other international instruments / programmes to generate efficiencies.</p>	<p>High Priority</p>
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ANNEX I

Summary of selected international instruments and programmes General information

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	2003 Convention for the Safeguarding of the Intangible Cultural Heritage	1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands (Ramsar)	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
List name & number inscriptions or listing	World Heritage List 1,052 properties List of World Heritage in Danger 55 properties	List of Intangible Cultural Heritage in Need of Urgent Safeguarding 47 elements Representative List of the Intangible Cultural Heritage of Humanity 365 elements Register of good safeguarding practices 17 practices	International Register of Cultural Property under Special Protection 10 properties	Directory of the World Network of Biosphere Reserves 669 reserves	List of UNESCO Global Geoparks 119 Geoparks	List of Wetlands of International Importance Montreux Record 2264 wetlands	The CITES Appendices to the Convention: Appendix I, 1,200 species Appendix II 21,000 species Appendix III 170 species
Who requests advisory services	World Heritage Committee: for evaluation of nominations and international assistance; reactive monitoring missions	Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage	Not applicable (currently under discussion)	The International Advisory Committee gives advice to the International Coordinating Council	UNESCO Global Geoparks Council Bureau	Conference of the Parties / The Standing Committee	The Conference of the Parties to CITES.
Funded by	World Heritage Fund	Regular Programme and Intangible Cultural Heritage Fund (for meetings of the Evaluation Body)	Fund for the Protection of Cultural Property in the Event of Armed Conflict	Regular Programme	Extrabudgetary funding, in-kind Geoparks self-fund evaluators field mission travel costs. Limited regular programme funding	Not applicable	Regular Programme for meeting costs
Selection of advisory services providers	Convention text references IUCN, ICOMOS and ICCROM, no selection Operational Guidelines for the Implementation of the World Heritage Convention sets forth Advisory Bodies roles	Secretariat informs State Parties in each electoral group of vacant seat to be filled in the Evaluation Body. Chairperson of the Electoral Group concerned submits up to three candidates at least six weeks prior to the opening of the session. Committee approves new Evaluation Body members Evaluation body	Not applicable	Scientific experts selected for their scientific qualifications and experience in promoting and implementing biosphere reserve concept UNESCO Director-General appoints scientific experts	UNESCO Global Geoparks Council Bureau selects individuals recorded in the roster of evaluators fulfilling at least two of the specified criteria	Secretariat makes a call for nominations of the Scientific and Technical Review Panel (STRP) members for the coming triennium, which includes information on the specific profiles required for the technical and scientific members. The members and observer representatives for each triennium are	Conference of the Parties elect Animals and Plants Committee members Number of regional representatives weighted according to the number of Parties within each region and according to the regional distribution of biodiversity.

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	2003 Convention for the Safeguarding of the Intangible Cultural Heritage	1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands (Ramsar)	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
		member cannot serve for more than 4 years				appointed by the Management Working Group of the Standing Committee as soon as possible after the CoP	
Advisory service providers	IUCN - natural heritage ICOMOS - cultural heritage ICCROM - cultural heritage and cultural training activities Independent experts or bodies are also contacted for specific issues	Evaluation Body	To date no advisory services have been used	International Advisory Committee	Individual Evaluators International Union of Geological Sciences (IUGS) for desktop assessments, just concerning the geological part of the dossier	The Scientific and Technical Review Panel (STRP)	Animals Committee Plants Committee Contractual services provided to the Secretariat for use by the Parties
Advisory service providers legal personality & composition	IUCN - Membership Union comprised of government and civil society organizations ICOMOS - NGO network of experts ICCROM - IGO Member States Experts - Physical persons	NGO representatives (6 natural persons) States Parties representatives (6 natural persons) who are non-members of the Committee	Not applicable	Natural persons 12 serving in a personal capacity	Natural persons, serving in personal capacity not as representatives of their respective States or any other affiliated entities. Bureau for UNESCO Global Geoparks Council decides on the evaluation team composition	Natural persons 18 - 6 selected by technical knowledge, purely experience (no regional balance taken into account) - 6 selected based on regional balance - 6 with scientific experience, regardless regional balance	Animals and Plants Committees comprised of Individuals from the six geographical regions (Africa, Asia, Europe, North America, Central and South America and the Caribbean, and Oceania) as well as one specialist on nomenclature on each of the two committees
Advisory services / tasks	Desk review Field mission Panel meeting Report & recommendations	Desk review Meetings Report & recommendations to Committee	Not applicable	Desk review advice on listing Recommendations to Council and States Parties.	Desk review Field mission Report	Desk review	Provide scientific advice and guidance Undertake periodic reviews of species & provide advice Draft resolutions & Prepare regional directories of experts

ANNEX II

Summary of selected international instruments and programmes

Listing processes

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	2003 Convention for the Safeguarding of the Intangible Cultural Heritage	1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands Ramsar	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
Listing process	<p>Secretariat receives nominations registers, assesses completeness and transmits only the complete dossiers to the relevant Advisory Body(ies) - 1 February-1 March Y1,</p> <p>Secretariat notifies the submitting States Parties about the completeness of their nomination(s) - 1 March Y1</p> <p>Secretariat makes the nomination files available online for consultation by Committee members – March Y1</p> <p>Advisory Bodies evaluation, including desk reviews and field missions; may also request additional information from States Parties - March Y1-April Y2 with evaluation panels in December Y1 and February/March Y2 Secretariat makes the evaluation reports available on-line to the members of the Committee six weeks before the Committee Session</p> <p>Committee examines nominations and makes its decisions - June/July Y2</p>	<p>Secretariat receives nominations by 31 March Y1.</p> <p>Secretariat registers nominations, assesses completeness, requests additional information - 1 April-30 June Y1, Nomination must be complete by 30 September Y1</p> <p>Secretariat registers revised files, assess completeness and sends completeness letters - between 30 September to 31 December Y1</p> <p>Committee elects Evaluation Body - December Y1</p> <p>Evaluation Body evaluates files online - December Y1 to May Y2</p> <p>Evaluation Body meets to achieve consensus on each file - April - June Y2</p> <p>Secretariat transmits the evaluation reports to the members of the Committee and makes them available on-line for consultation, four weeks before the Committee Session</p> <p>Committee examines nominations and makes its decisions -</p>	<p>Secretariat receives requests by 1 March Y1</p> <p>Secretariat registers the nominations, assesses completeness, requests additional information and transmits the requests to the Bureau together with completeness review Y1</p> <p>Bureau considers the requests and may consult organizations with relevant expertise for the evaluation of the requests</p> <p>Bureau makes recommendations to the Committee</p> <p>Committee inscription</p>	<p>Secretariat receives applications by 30 September Y1</p> <p>Secretariat registers the applications, assesses completeness and transmits them to the International Advisory Committee for Biosphere Reserves</p> <p>International Advisory Committee for Biosphere Reserves meets and evaluates the applications – February / March Y2</p> <p>International Coordinating Council of the MAB programme takes listing decisions - June Y2</p>	<p>Aspiring UNESCO Global Geopark submits an expression of interest via the official channel as defined by the National Commission for UNESCO or the government body in charge of relations with UNESCO, involving, if applicable, the National Geoparks Committee, ideally by 1 July Y1</p> <p>UNESCO Secretariat receives aspiring Geoparks applications between 1 October and 30 November Y1</p> <p>Secretariat registers applications, assesses completeness and sends the geological portion of each new application to IUGS for a desk-top assessment between 1 December Y1 - 30 April Y2</p> <p>Individual evaluators from the roster conduct field missions from 1 May Y2 and provide a report</p> <p>UNESCO Global Geoparks Council makes</p>	<p>Each Contracting Party designates suitable wetlands within its territory for inclusion in a List of Wetlands of International Importance</p> <p>Contracting Party sends Ramsar Information Sheet (RIS)</p> <p>Secretariat reviews and identifies any format and content problems of RIS (including maps) and discusses these with Administrative Authority in order to agree and adjust the RIS for finalization</p> <p>Secretariat confirms that the RIS meets requirements</p> <p>Secretary General approves the site to be formally placed on the List of Wetlands of International Importance</p>	<p>The proponent may only be a Party to the Convention, in accordance with Article XV of the Convention</p> <p>Conference of the Parties takes final decision</p>

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	2003 Convention for the Safeguarding of the Intangible Cultural Heritage	1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands Ramsar	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
	See Annex VI for ICOMOS and ICUN processes for assessing nominations	November/December Y2			recommendations - September Y2 UNESCO Executive Board at its spring session March/April Y3 takes inscription decisions		
Application dossier	Paper Dossier and electronic format No page / size limit	Standard format established in MS Word, can be printed or submitted electronically, no automatic word restriction Secretariat performs a manual check	Paper Dossier	Paper Dossier	Electronic Dossier max. 5MB by email, 50MB by web link +/- 50 pages (excluding annexes)	Paper Dossier	Paper Dossier
Field Mission for listing or inscription	Yes	No	No	No	Yes	No	Not applicable
Who selects experts to perform the field mission	Advisory Bodies from their own rosters or networks	Not applicable	Not applicable	Not applicable	UNESCO Global Geoparks Council Bureau from the roster	Not applicable	Not applicable
Field mission funding	World Heritage fund through budget allocated to Advisory Bodies	Not applicable	Not applicable	Not applicable	Aspiring Geopark or Geopark requesting revalidation	Not applicable	Not applicable
Meetings before recommendation submission	Yes IUCN - two panels ICOMOS - two panels	Yes 3 meetings per year but not only for listing, +/- 75% of files reviewed are for listing	No	One	No	Once a year not only for listing but for providing advice as well	Meetings are not just convened for listing purposes
Workload – nomination / listing / application	2015: 41 (34 Cultural, 5 Natural, 2 Mixed) 2014: 40 (30 Cultural, 8 Natural, 2 Mixed) 2013: 34 (21 Cultural, 9 Natural, 4 Mixed) 2012: 33 (25 Cultural, 4 Natural, 4 Mixed)	2015: 35 elements 2014: 46 elements 2013: 31 elements 2012: 36 elements The Committee determines files to be reviewed based on available resources and capacity	2015: 0 2014: 0 2013: 5 sites [listed] 2012: 0	2015: 26 proposals 2014: 32 proposals 2013: 17 proposals 2012: 31 proposals	2015: 24 areas including one extension 2014: 17 areas including two extensions 2013: 12 areas including one extension 2012: 11 areas including one extension	Not available	Not available
Advice followed always	No	No	Not applicable	Usually	Yes	Not applicable	Yes

ANNEX III

Summary of selected international instruments and programmes Elements listing costs

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	2003 Convention for the Safeguarding of the Intangible Cultural Heritage	1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands Ramsar	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
Desk review	Average cost per dossier ICOMOS Desk Review: +/- 207 € Advisors fees +/- 1,496 € Dialogue with States Parties +/- 606 € IUCN Consultant fees UNEP-WCMC: +/- 1,984 CHF	6 NGO's and +/- 4 experts from developing countries each receive +/- US\$ 10,000 (US\$ 200 per dossier and average of 50 dossiers)	Not applicable	Not applicable	Not fees	Not applicable	Not applicable
Field visit - travel	ICOMOS: +/- 56,000 € for 28 missions, i.e. +/- 2,000 € per mission IUCN: +/- 35,000 CHF € for 19 missions, i.e. +/- 1,877 CHF per mission	Not applicable	Not applicable	Not applicable	Borne by requesting Geopark	Not applicable	Not applicable
Field visit - fees	ICOMOS: +/-36,745 € for 28 missions, i.e. +/- 1,312 € per mission IUCN: +/- 24,109 CHF for 19 missions, i.e +/- 1,269 CHF per mission	Not applicable	Not applicable	Not applicable	No fees	Not applicable	Not applicable
Panel or meeting of experts	ICOMOS: +/-47,733 € includes travel, per diem, honoraria & interpretation IUCN: +/-42,400 CHF includes travel & per diem	No panels specifically for listing but 2015: = +/-US\$ 49,220 for 47 dossiers, +/- US\$ 1,047 per dossier	Not applicable	No panels specifically for listing but US\$ 22,000-25,000 for meetings	Not applicable	No panels specifically for listing but 35,000 – 40,000 CHF for meetings	No panels specifically for listing but US\$ 71,400 for meetings
Report including translation editing photos etc.	ICOMOS +/- 75,221 € IUCN +/-14,220 CHF	Not applicable No extra charge for reporting; the Secretariat helps in the tasks	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Advisory Bodies staff working on nominations	ICOMOS +/- 153,352 € IUCN +/- 232,844 CHF	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

ANNEX IV

Summary of selected international instruments and programmes⁴ Other field missions

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands Ramsar	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
Advisory services requested to perform missions other than for inscription / listing	Yes, Reactive Monitoring Missions	Advisory missions can take place and requesting State Partie(s) fund them	Revalidation process	Yes, Ramsar Advisory Missions	Contractual services provided to the Secretariat for use by the Parties: these can be desk studies or field visits, depending on subject matter
Mission requested by?	World Heritage Committee requests RM mission when a site is facing conservation issues.	State Party and Secretariat	Not requested cyclical revalidation every four years	Contracting Party	CITES Parties
Selection of experts to perform mission	By each Advisory Body Selection of expert representing the Secretariat (if WHC cannot participate in a joint mission): former colleagues, experts collaborating with WHC, etc. The number of experts per mission (1 or 2) varies, depending on the particular needs	Secretariat, can follow-up with support from Biosphere Reserves	Bureau The experts usually come from other Geoparks - so they are interested in keeping the quality of the process The expert is never from the same country of the evaluated Geopark	Secretariat Experts are contracted for and receive fees Typically, a Mission consists of a visit by a team of two or more experts	Secretariat no official roster, selection based on previous colleagues and experts they know
Mission duration	Ad hoc depending on the complexity of the mission Terms of reference and Programme for the Mission agreed among State Party, Secretariat and Advisory Body	Ad hoc	Usually 3 - 4 days	Ad hoc depending on the complexity of the mission The Secretariat agrees on terms of reference for the Mission	Ad hoc
Number of other missions/ year	Reactive Monitoring Missions 2015: 23 2014: 22 2013: 23 2012: 37	Not applicable	Revalidation missions (every four years obligatory) 2015: 23 2014: 23 2013: 24 2012: 19	Ramsar Advisory Missions 2015:3 2014: 1 2013: 1 2012: 1	15-20 contracts per year Increased over the years Contracts are not public
Tasks for mission expert(s)	Field mission Report	Advice	Field mission revalidation Report		Tasks ad hoc (desk review or field mission)

⁴ The 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and the 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict are not included in the table because these two conventions do not have provision for other field missions.

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	1971 Man and Biosphere Programme (MaB)	UNESCO Global Geoparks effective Nov 2015	1971 Convention on Wetlands Ramsar	1973 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
Who organizes the mission?	Advisory Bodies and Secretariat provide logistic support i.e., mission planning etc.	Secretariat	Hosting Geopark	Not applicable	Secretariat
Report format	<p>No page limit, usually +/- 30 pages without Annexes</p> <p>Advisory Body's expert prepares Mission report or it is prepared with/by Secretariat depending on who travelled (only Advisory Body expert or joint mission with WHC representative)</p> <p>WHC and Advisory Bodies (as institutions) review the report</p>	No specific format	<p>No specific format</p> <p>UNESCO Secretariat receives the report for distribution to the Council, who considers it at its annual meeting in September</p>	<p>Not specific format</p> <p>Contracting Party reviews draft report and the revised final report is published</p> <p>The findings and recs. can provide the basis for action at the site, and possibly for subsequent financial assistance</p>	<p>80 page report + executive summary</p> <p>The reports and conclusions drawn are usually made available to the Conference of the Parties to inform policy on the subject</p>

ANNEX V

International assistance only applicable to 1972 WH and the 2003 ICH Conventions⁵

	1972 Convention concerning the Protection of the World Cultural and Natural Heritage	2003 Convention for the Safeguarding of the Intangible Cultural Heritage
Review of requests	<p>Diverse type of projects</p> <p>Secretariat evaluates the requests; until 2005, requested Advisory Bodies comments when necessary but not systematically</p> <p>Operational Guidelines revised to make Advisory Body comments mandatory as from 2005</p> <p>For requests under up to US\$ 5,000 Secretariat reviews and DIR/WHC takes decision</p> <p>For requests under up to US\$ 30,000 (up to US\$ 75,000 for emergency assistance): evaluation by Secretariat & Advisory Body and Chairperson takes decision</p> <p>For requests over US\$ 30,000 (above US\$ 75,000 for emergency assistance): Evaluation by Secretariat & Advisory Body and Committee takes decision</p>	<p>Diverse type of projects.</p> <p>For requests up to US\$ 100,000 the Evaluation Body plays no role, Secretariat assesses the file and makes recommendations for the Bureau of the Committee</p> <p>International assistance requests greater than US\$ 100,000 assessed by the Evaluation Body</p>
Desk review or field mission	<p>Desk review</p> <p>No field mission</p>	<p>Desk review</p> <p>No field mission</p> <p>Follows the same process as inscription in the representative list</p>
Workload	<p>2015: 48 requests</p> <p>2014: 46 requests</p> <p>2013: 54 requests</p> <p>2012: 52 requests</p>	<p>2015: 2 dossiers</p> <p>2014: 2 dossiers</p> <p>2013: 1 dossier</p> <p>2012: 10 dossiers</p>
Application format	<p>Standard format</p> <p>No maximum usually between five and ten pages</p>	<p>Standard format</p> <p>Limitation on number of words</p>
Selection of experts	<p>Advisory Bodies from their own rosters or networks</p>	<p>Evaluation Body</p>
Timeframe	<p>Usually a month for the report to be finalized but can take up to three months</p>	<p>Requests follow the same process as inscription and take 18 months, i.e. from 31 March Y1 receipt of application and December Y2 Committee meeting where IA is approved</p>

⁵ The other international instruments and programmes studied do not provide comparable international assistance and are not included in the table.

ANNEX VI

ICOMOS Procedures for Nominations

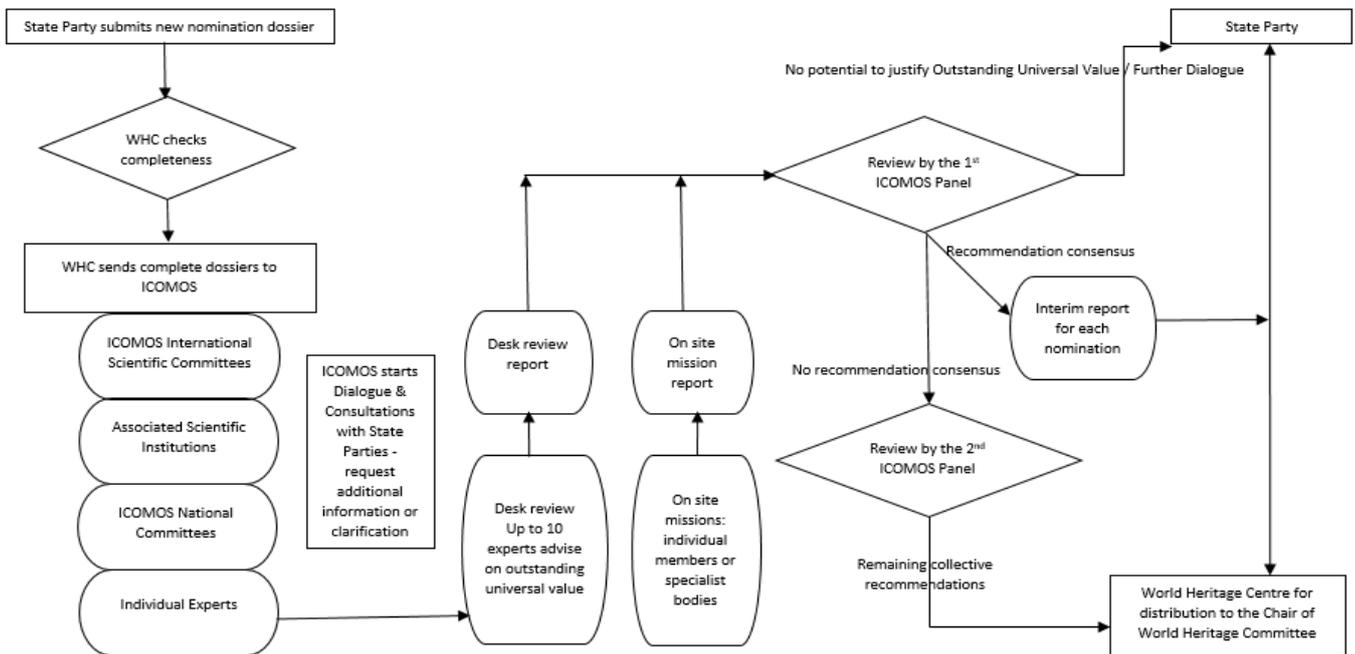


Chart created by IOS without ICOMOS input although requested

IUCN Procedures for Nominations

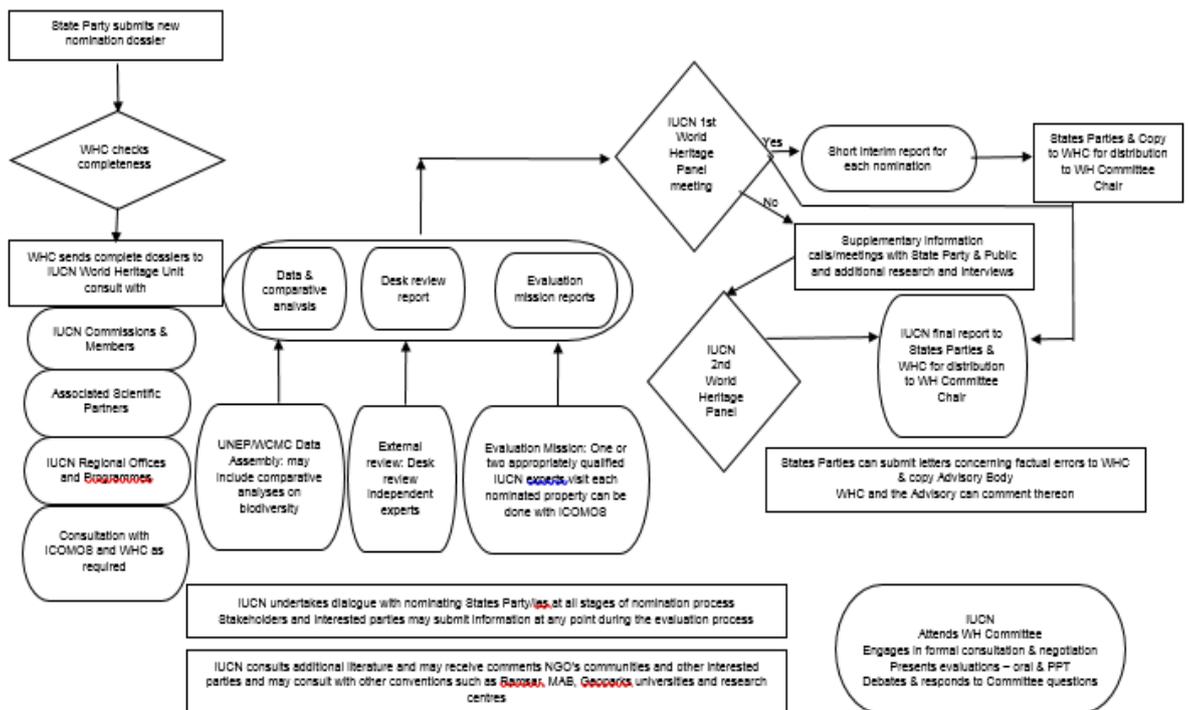


Chart created by IOS with partial inclusion of IUCN's comments

ANNEX VII

Terms of reference for a Study of Comparative mapping of forms and models for use of advisory services

A) Background

For almost 10 years, the sustainability of the World Heritage Fund has been at the heart of the discussions of the World Heritage Committee and of the ad-hoc group (which is an intersessional working group of the Committee examining issues related to working methods and finance).

IOS in its “Audit of the Working Methods of Cultural Conventions” (IOS/AUD/2013/06, September 2013) recommended “(...) that the convention secretariats, where applicable, explore more efficient ways of the obtaining advisory services and consider potential chargeback mechanisms to the nominating States Parties and/or earmarked fund and formulate proposals to the respective Governing Bodies for possible economies and financial sustainability in the advisory service fees.” (Recommendation 2).

One of the observations made in IOS report was that “There is a need to review the cost structure of the advisory services (e.g. process requests for nomination and international assistance, impart trainings and undertake monitoring activities) provided by these statutory bodies to find more cost effective ways. Conventions follow different working methods for processing of nominations and International Assistance requests. Advisory services obtained from the three statutory bodies constitute a large part of the 1972 Convention budget.”

In 2016, at its 40th session, the Committee in its Decision **40 COM 15** emphasized “the importance of securing value for money in the commissioning of advisory services” usually requested from ICOMOS, IUCN and ICCROM, “in view of optimisation of the use of the resources of the Fund”. Therefore, it requested “the Secretariat to prepare (...) a comparative mapping of forms and models for use of advisory services (such as evaluation, technical services, etc.) by other international instruments and programmes as a means of benchmarking the price of services, including but not limited to UNESCO site-based conventions and programmes, for consideration by the ad-hoc Working Group at the earliest opportunity and examination by the Committee at its 41st session” (July 2017).

B) Purpose

The purpose of the present study is to undertake the necessary research and analyses in order to map forms and models for the use of advisory services (such as evaluation, technical services, etc.) by various international instruments and programmes, including but not limited to UNESCO site-based conventions and programmes. The outcomes will be used at a further stage as a means of benchmarking the price of services. By comparing existing advisory services used by various conventions and programmes in and outside UNESCO, the study will enable the Secretariat and the World Heritage Committee to assess whether the way the advisory services are used within the World Heritage Convention system is the best possible one and whether it constitutes a cost-efficient option in view of the financial constraints the World Heritage Fund is facing.

Therefore, the findings of the study will inform the World Heritage Committee’s decisions for a more efficient use of the resources of the World Heritage Fund.

C) Scope

The study will cover the period 2012-2015 (2 biennia), subject to the availability of data.

The conventions and programmes to be examined are the following:

- Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)
- Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954)
- Convention for the Safeguarding of the Intangible Cultural Heritage (2003)
- Man and the Biosphere Programme (1971)
- Convention on Wetlands, called the Ramsar Convention (1971)

- Convention on International Trade in Endangered Species of Wild Fauna and Flora (1973)
- UNESCO Global Geoparks (2001)

The study will reply to the following questions:

- Who provides advisory services: NGOs, IGOs, independent experts...
- How these advisory bodies/experts are selected, by whom
 - o When the advisory body is an organization (IGO, NGO...), how / on which basis does it select its experts?
- By whom these advisory services are requested: governing body, Secretariat, States Parties...
- Which type(s) of advisory services are requested: identification / selection / evaluation / field assessment of sites / elements / candidatures / funding applications / technical reports...
- Under which form the advisory services are provided / how they are organized: field missions, desk reviews, peer reviews, panels...
- What is the frequency of the advisory services provided: annual, every 6 months, monthly...?
- What is the complexity of advisory services requested/provided.

Once there is a clear mapping of the advisory services including a first level breakdown and a list of factors affecting the costs of advisory services, it will be possible to understand which services can be compared in terms of contractual arrangements and costs. The nature of the service components will be identified from the available data in terms of characteristics like for example type of missions, type of experts for reviews and contractual modalities.

D) Methodology

The methodology of the study will include data and information gathering through a review of convention texts and Operational guidelines, conventions and programmes governing bodies' decisions (if relevant), as well as prior studies and reviews on the topic (if any) and interviews with the staff of the convention secretariats and the various advisory bodies/experts.

E) Roles and responsibilities

WHC/PSM will facilitate the data collection by providing email addresses of relevant stakeholders for the 1972 Convention, and for other Conventions and programmes when they are known. WHC/PSM will provide the result of their expert consultant survey for use by IOS in its selection. WHC/PSM will also provide on request previously available reports or other relevant information and subject matter expertise as needed.

IOS/IA will be in charge of the study and will nominate an IOS/IA staff to manage the study team to perform data collection and analysis.

IOS/IA and WHC/PSM will form a Steering Board that will assess progress in three instances

- First Review of progress
- Interim review of the questionnaire response and its critical analysis
- Final review at the completion of the Draft Report

IOS/IA will be supported by expert consultants for this advisory engagement.

F) Deliverables and schedule

The Study Report essentially consisting of the comparative map and related analysis is the deliverable of this study. The questionnaire and corresponding responses will be provided to WHC separately.

Schedule and indicative dates (subject to consultant availability):

- 1) Agreement by WHC and IOS on these Terms or Reference (end of January 2017)
- 2) Preliminary analysis of the practices and processes of the Conventions and Advisory Bodies and first level Map, design of draft questionnaire
- 3) Steering Board Review of progress (22nd February 2017)
- 4) Questionnaire deployment, follow up of responses and concurrent evaluation of responses. Interim Steering Board review (mid-March 2017)
- 5) Analyses and interviews

- 6) Draft report preparation
- 7) Review by Steering Board of the Draft report (5th of April 2017)
- 8) Final report release (mid-April 2017)

The UNESCO/WHC will put at the disposal of IOS/IA the amount of USD 10,000 (ten thousand United States dollars) to cover consultant travel expenses, communications, and professional fees. Should consultant's cost risk to become higher than this amount, IOS will consult with WHC/PSM for an appropriate solution.

G) References

Convention Concerning the Protection of the World Cultural and Natural Heritage (1972): text at <http://whc.unesco.org/en/conventiontext/>

Operational Guidelines for the Implementation of the World Heritage Convention: text at <http://whc.unesco.org/en/guidelines/>

Convention for the Safeguarding of the Intangible Cultural Heritage (2003): text at <http://www.unesco.org/culture/ich/en/convention>

Operational Directives for the implementation of the Convention for the Safeguarding of the Intangible Heritage: text at <http://www.unesco.org/culture/ich/en/directives>

Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954): text at <http://www.unesco.org/new/en/culture/themes/armed-conflict-and-heritage/1954-hague-convention-1954-protocol/text-of-the-1954-convention-1954-protocol/#c284179>

Convention on Wetlands, called the Ramsar Convention (1971): text at http://www.ramsar.org/sites/default/files/documents/library/current_convention_text_e.pdf

Convention on International Trade in Endangered Species of Wild Fauna and Flora (1973): text at <https://www.cites.org/eng/disc/text.php>

Man and the Biosphere Programme (1971): MAB website at <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/>

UNESCO Global Geoparks (2001): website at <http://www.unesco.org/new/en/natural-sciences/environment/earth-sciences/unesco-global-geoparks/>