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# World Heritage

# 17 GA

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## UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

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

Paris, UNESCO Headquarters  
23 – 28 October 2009

**Item 7 of the Provisional Agenda: Follow up on the Implementation of the  
Management Audit of the World Heritage Centre**

**Progress Report on the implementation of the Recommendations of the  
Management Audit of the World Heritage Centre**

#### SUMMARY

As per Resolutions **16 GA 5** and **16 GA 6**, this document contains:

- I. Background
- II. Progress report on implementing the recommendations of the management audit of the World Heritage Centre
- III. Draft Resolution

**Draft Resolution: 17 GA 7, see point III.**

## I. Background

1. As requested by the 30th session of the World Heritage Committee (Vilnius, 2006), a management audit of the World Heritage Centre (the Centre) was conducted between November 2006 and April 2007. The audit was carried out by the firm Deloitte, following a competitive selection process, according to the established UNESCO procedures. The final report of the Management Audit is available (in English and French) as Document **WHC-07/31.COM/19A.rev**) on the website of the World Heritage Centre at <http://whc.unesco.org/archive/2007/whc07-31com-19areve.pdf>.
2. The report on the Management Audit was considered by the World Heritage Committee at its 31st session (Christchurch, 2007) and Decision **31 COM 19** was adopted. Subsequently a results-based plan on implementing paragraph 12 of the decision was presented to the 16th session of the General Assembly of States Parties, which adopted Resolutions **16 GA 5** and **16 GA 6** (Annex 1).
3. A progress report was also presented to the 32nd session (Quebec City, 2008), together with a proposal to create posts for core functions at the World Heritage Centre, using a mix of financing including the World Heritage Fund. However this proposal was not agreed to by the World Heritage Committee, which adopted Decision **32 COM 17** after reviewing the progress report (Annex 2).
4. Further progress on the implementation of the recommendations of the Management Audit was also reviewed by the 33rd session (Seville, 2009) and two separate Decisions were adopted: **33 COM 5A** and **33 COM 16B**. The Committee considered in particular two recommendations of the Management Audit relating to (i) the roles and responsibilities of the World Heritage Centre and the Advisory Bodies, and (ii) the mapping of the work load of the World Heritage Centre. The relevant extracts of the two decisions adopted by the World Heritage Committee are at Annex 2.

## II. Progress report on implementing the recommendations of the Management Audit of the World Heritage Centre

5. A progress report on measures taken to implement recommendations from the management audit is summarised in the following table.

## II. Progress Report on Implementing the Recommendations of the Management Audit of the World Heritage Centre

|  | Recommendation   | Actions Taken or Proposed  | Time-Frame  | Results Expected                          |
|--|--|--|---|---|
| 1.   | Improve the accounting and budgetary management and internal control mechanism | a) A memo (ADG/CLT/08/021) was issued on 21 February 2008 on the administrative flexibility of the World Heritage Centre (WHC). This administrative flexibility should enable WHC to function with more autonomy, especially as regards the development and the adjustment of work plans, the use of funds earmarked for consultants, temporary and other contractors, and the signing of cooperation agreements with various institutions, international organizations and other public and private partners. The memo is available at the following web address: <a href="http://whc.unesco.org/document/102376">http://whc.unesco.org/document/102376</a> | Done  | Management and efficiency of WHC improved |
| b) The Director General has (through DG/Note/07/31 dated 7 August 2007 and DG/Note/08/14 dated 4 April 2008) reformed the internal financial control system and introduced an internal control policy framework, which also apply to the WHC.  |  | Done   | Accounting and budgetary management within WHC enhanced |   |
| c) The Central Services of UNESCO (Bureau of the Comptroller and Bureau of the Budget) have made recommendations on introducing analytical accounting for the WHC, which are being implemented by applying the work breakdown structure (WBS) elements to extra-budgetary funds in order to obtain the necessary audit trail.                      |  | Done   |   |   |
| d) As regards the recommendation on reviewing and revising the formats for the financial statements of WHC, the World Heritage Committee at its 33rd session has made some suggestions on presenting analysis of future budget information under specific headings that reflect the key areas of activity under the Convention (see paragraph 6 of |  | 34th session of the World Heritage Committee in 2010   |   |   |

|    | <b>Recommendation</b>         | <b>Actions Taken or Proposed</b>   | <b>Time-Frame</b>   | <b>Results Expected</b>  |
|----|-------------------------------|--|---------------------|--|
|    |                               | Decision 33 COM 16B – at Annex 2). These suggestions would be taken into account in the presentation of the budget for the 34th session onwards.   |                     |  |
|    |                               | e) All Unit Heads of WHC participate fully in the preparation and management of budgets from all sources – Regular Programme, World Heritage Fund, and Extra-budgetary.  | Done                |  |
| 2. | Strengthen management process | a) A system of weekly meetings of Chiefs of Units of WHC has been introduced and institutionalized in order to identify and expeditiously resolve management issues. Meetings involving all staff of WHC are also held periodically.   | Done                | Effectiveness and efficiency of the WHC reinforced                           |
|    |                               | b) The Administration Unit of WHC works in close cooperation with all Units, and vice-versa, to facilitate timely and successful implementation of all operations of WHC by identifying and resolving administrative constraints in a timely manner.   | On an ongoing basis |  |
|    |                               | c) Coordination with Field Offices and other Programme Sectors has been further enhanced for planning and implementing various activities, including for preparation of the programme and budget for the biennium.   | On an ongoing basis | Inter-sectoral coordination and coordination with Field Offices strengthened |
|    |                               | d) A Steering Committee has been set-up, comprising the ADGs for Culture and for Natural Sciences, and the Directors of the Centre as well as DIR/SC/EEC, which meets periodically to plan and coordinate joint activities, including upstream of the preparation of the 35 C/5 and work plans to ensure complementarity of functions. | Done                |  |
|    |                               | e) For simplifying the contracting procedures with the Advisory Bodies, WHC has held consultations with relevant Central Services in UNESCO. However, as no new arrangement could be put in place during the biennium, the introduction of a “Partnership Agreement”   | 2010                | Working procedures between the Centre and Advisory Bodies streamlined        |

|    | <b>Recommendation</b>   | <b>Actions Taken or Proposed</b>  | <b>Time-Frame</b> | <b>Results Expected</b>                        |
|----|---|---|-------------------|--|
|    |   | modality will be considered starting with the next biennium 2010-2011.  |                   |  |
| 3. | Clarify the organizational structure and personnel requirements, including a mapping of the workload and innovative proposals for the engagement of non-permanent staff | <p>a) As recommended by the Management Audit, a DG Blue Note (DG/08/01) was issued on 7 January 2008 revising and clarifying the Centre's structure in the context of the reorganization of the Culture Sector. This includes the regrouping of various Units around complementary functions, and establishing clear supervision and reporting lines. Two new positions, a D1 post of Deputy Director for Management, a P4 post for Head of the Special Projects Unit have been created. In addition, a P4 Post (Head of Unit) was redeployed from Communication, Education &amp; Partnership Unit (CEP) to the Latin America and Caribbean Unit. The recruitment of the two P4 posts was completed and that for the D1 post is ongoing. The DG Blue Note is available at the following web address: <a href="http://whc.unesco.org/document/102377">http://whc.unesco.org/document/102377</a></p> <p>b) The mapping of work load of different functions within the WHC was carried out by the Internal Oversight Service (IOS) of UNESCO, and was presented to and taken note of by the 33rd session of the World Heritage Committee. The detailed report is available at the following web address: <a href="http://whc.unesco.org/en/sessions/33COM/documents/">http://whc.unesco.org/en/sessions/33COM/documents/</a> Although, as pointed out by the IOS, no conclusion can be drawn from this study on the adequacy of WHC's human resources or on their effectiveness, the study supports the findings of the Management Audit that the work load of WHC had been increasing. The study revealed that each staff member worked on average 39 days of overtime in 2008, and that a high proportion of them (57% of the professional staff) were on temporary contracts.</p> | Done              | Functional efficiency of WHC enhanced          |
|    |   |   | Done              | Distribution of workload of staff rationalized |

|    | <b>Recommendation</b>   | <b>Actions Taken or Proposed</b>  | <b>Time-Frame</b>   | <b>Results Expected</b>  |
|----|---|---|---------------------|--|
|    |   | c) Innovative solutions for the creation of posts were explored, in cooperation with Central Services, including the complementary use of resources from different source of funding, including the World Heritage Fund. On this basis, a proposal for creation of a certain number of posts considered essential for the operation of the Centre was submitted to the 32nd session of the World Heritage Committee, which did not agree to use the World Heritage Fund for this purpose. Therefore, for providing some security to some of the long-term temporary staff ALD contracts, temporary posts, and consultant contracts are being used to the extent feasible. | Done                | Security of tenure of staff improved   |
| 4. | Delineate the respective roles of the World Heritage Centre and the Advisory Bodies | a) An outline of the respective roles and responsibilities was presented to the 33rd session of the World Heritage Committee. <sup>1</sup> The Committee took note of this outline and decided to discuss this topic further at the 34th session in 2010 under a separate agenda item (see paragraph 9 of Decision 33 COM 5A at <u>Annex 2</u> ).   | 2010                | Roles and responsibilities between the WHC and the Advisory Bodies clarified   |
| 5. | Develop and implement a strategy for knowledge management and information sharing   | a) Efforts for the development of the online / web-based knowledge management facility and documentation centre are ongoing and will be continued and strengthened, in close cooperation with the Advisory Bodies. This also includes modalities for regular information sharing among the different Units of WHC.  | On an ongoing basis | Knowledge management and information sharing functions of the WHC strengthened |
|    |   | b) A procedures manual will be prepared for the WHC, which will clearly outline the process to be followed for its various management and technical tasks, in order to capture and document institutional knowledge   | 2010                |  |

<sup>1</sup> The Roles of the World Heritage Center and the Advisory Bodies are available at the following web addresses: <http://whc.unesco.org/en/sessions/33COM/documents/> in document *WHC.09/33.COM/5A*

|    | <b>Recommendation</b>                                       | <b>Actions Taken or Proposed</b>   | <b>Time-Frame</b> | <b>Results Expected</b>                                   |
|----|---|--|-------------------|---|
| 6. | Prepare guidelines for carrying out World Heritage missions | a) Clear guidelines have been established for the different types of missions, including their relative priority, time spent on the missions, sources of financing, who (WHC, Advisory Bodies, Field Offices, other Programme Sectors, consultants) should go on which mission, etc. | Done              | A clear strategy for WHC missions adopted and implemented |

### III. Draft Resolution

*The General Assembly,*

1. Having examined Document WHC-09/17.GA/7,
2. Takes note of the progress achieved in implementing the main recommendations of the management audit of the World Heritage Centre.



### **Resolution: 16 GA 5**

The General Assembly,

1. Having examined Document *WHC-07/16.GA/5*,
2. Taking note of Decision **31 COM 19**, adopted at the 31st session of the World Heritage Committee (Christchurch, 2007),
3. Takes note of the results-based action plan to implement the main recommendations of the management audit of the World Heritage Centre;
4. Welcomes the proposals of the Director General of UNESCO to improve the administrative flexibility of the World Heritage Centre, clarify its organizational structure, and create posts, on an experimental basis, by combining multiple sources of financing;
5. Requests the Director-General to prepare, for consideration at the 32nd session of the World Heritage Committee, an assessment, including a risk analysis, about the potential impact of the proposals to use the World Heritage Fund as a guarantee for the creation or abolition of permanent posts;
6. Urges the Director General to pursue the implementation of this action plan and other recommendations of the management audit; and taking into account its analysis by IOS;
7. Requests that the World Heritage Committee be kept informed about the implementation of the action plan and that a progress report be submitted to the 17th session of the General Assembly in 2009.

### **Resolution: 16 GA 6**

The General Assembly,

1. Having examined Document *WHC-07/16.GA/6*,
2. Requests the World Heritage Centre, in cooperation with the Advisory Bodies, to report at its 17th session in 2009, on the progress in the implementation of the recommendations of the 2007 Management Audit, in relation to the work and relationships with the Advisory Bodies;
3. Calls upon the World Heritage Committee to review the proposed protocols of roles and responsibilities indicated in the Management Audit and submit its comments on them to the General Assembly at its 17th session in 2009.

### **Decision: 32 COM 17**

The World Heritage Committee,

1. Having examined Document *WHC-08/32.COM/17*,
2. Recalling Decision **31 COM 19**, adopted at its 31<sup>st</sup> session (Christchurch, 2007),
3. Takes note of the progress in implementing the World Heritage Committee's Decision **31 COM 19** (Christchurch, 2007);
4. Encourages the Director General of UNESCO and the Director of the World Heritage Centre to continue their efforts in implementing the remaining recommendations of the management audit;
5. Urges the Director General of UNESCO to fill the post of Deputy Director of Management as soon as possible;
6. Requests that it be informed at its 33rd session in 2009 about the progress made with the implementation of its decisions on the management audit of the World Heritage Centre.

### **Relevant extracts from Decision: 33 COM 5A**

The World Heritage Committee,

1. Having examined Documents *WHC-09/33.COM/5A*, *WHC-09/33.COM/INF.5A.1*, *WHC-09/33.COM/INF.5A.2*, and *WHC-09/33.COM/INF.5A.3*,
2. Recalling Decision **32 COM 5** adopted at its 32nd session (Quebec City, 2008),
4. Takes also note of the findings of the study undertaken by UNESCO's Internal Oversight Service on the mapping of the workload of the World Heritage Centre presented in Document *WHC-09/33.COM/INF.5A.3*;
9. Notes the outline provided by the World Heritage Centre of its roles and the roles of the Advisory Bodies and agrees that this topic be further discussed at the 34th session of the Committee in 2010 under a separate agenda item;

### **Relevant extracts from Decision: 33 COM 16B**

The World Heritage Committee,

1. Having examined Documents *WHC-09/33.COM/16B*, and *WHC-09/33.COM/16B Rev, Annex 1*;
2. Recalling Decision **32 COM 17** (Quebec, 2008),
6. Requests the Secretariat to present analysis of future budget information under headings that reflect the key areas of activity under the Convention, including

development and assessment of nominations, support for conservation of properties, public awareness and engagement, organisation and support of meetings, and the conduct of additional studies and evaluations;

8. Reiterates its previous request to the Director-General of UNESCO to urgently fill the post of Deputy Director of Management in the World Heritage Centre;
13. Strongly urges the General Conference and the Executive Board of UNESCO to significantly increase the level of core funding to the World Heritage Centre so that adequate funding is available to support the staff necessary to enable the World Heritage Centre to effectively meet the increasing needs of this very successful and high profile *Convention*;