

**Experts meeting on decision-making procedures  
in statutory organs of the *World Heritage Convention***

**15-17 December 2010**

**Manama, Bahrain**

**BACKGROUND DOCUMENT 3:**

**MAPPING OF ALL STAKEHOLDERS' WORKLOAD  
(General Assembly of States Parties, World Heritage Committee,  
Secretariat, Advisory Bodies)**

(drafted by UNESCO/CLT/WHC/POL/rv)

1. The main roles and responsibilities of all the stakeholders of the *World Heritage Convention*, namely the General Assembly of States Parties, the World Heritage Committee, the Secretariat and the three Advisory Bodies, are defined in the *Operational Guidelines* as follows in paragraphs 2, 3, 4 and 5 of the present document.

## I. THE GENERAL ASSEMBLY

2. Chapter I.D of the *Operational Guidelines* (Paragraphs 17-18) concerns the General Assembly of States Parties to the *Convention*. Para. 18 briefly details the main functions of the General Assembly:

**Para. 18:** *The General Assembly determines the uniform percentage of contributions to the World Heritage Fund applicable to all States Parties and elects members to the World Heritage Committee. Both the General Assembly and General Conference of UNESCO receive a report from the World Heritage Committee on its activities.*

## II. THE WORLD HERITAGE COMMITTEE

3. Chapter I.E of the *Operational Guidelines* (Paragraphs 19 to 26) concerns the World Heritage Committee. For the purpose of this document, Para. 24 is of major interest as it details the ten (10) main functions of the World Heritage Committee:

**Para. 24. The main functions of the Committee are, in co-operation with States Parties, to:**

- a) *identify, on the basis of Tentative Lists and nominations submitted by States Parties, cultural and natural properties of outstanding universal value which are to be protected under the Convention and to inscribe those properties on the World Heritage List;*
- b) *examine the state of conservation of properties inscribed on the World Heritage List through processes of Reactive Monitoring (see Chapter IV) and Periodic Reporting (see Chapter V);*
- c) *decide which properties inscribed on the World Heritage List are to be inscribed on, or removed from the List of World Heritage in Danger;*
- d) *decide whether a property should be deleted from the World Heritage List (see Chapter IV);*
- e) *define the procedure by which requests for International Assistance are to be considered and carry out studies and consultations as necessary before coming to a decision (see Chapter VII);*
- f) *determine how the resources of the World Heritage Fund can be used most advantageously to assist States Parties in the protection of their properties of outstanding universal value;*
- g) *seek ways to increase the World Heritage Fund;*
- h) *submit a report on its activities every two years to the General Assembly of States Parties and to the UNESCO General Conference;*
- i) *review and evaluate periodically the implementation of the Convention;*
- j) *revise and adopt the Operational Guidelines.*

### III. THE ADVISORY BODIES

4. In addition, Chapter I.G (paragraphs 30 to 37) concerns the three Advisory Bodies to the World Heritage Committee and their roles. These tasks and roles are as follows:

**Para. 31. Roles of the Advisory Bodies**

- 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 and review requests for International Assistance;*
- e) *in the case of ICOMOS and IUCN evaluate properties nominated for inscription on the World Heritage List and present evaluation reports to the Committee; and*
- f) *attend meetings of the World Heritage Committee and the Bureau in an advisory capacity.*

### IV. THE SECRETARIAT (WORLD HERITAGE CENTRE)

5. Finally, Chapter I.F (paragraphs 27 to 29) of the *Operational Guidelines* concerns the World Heritage Centre and outlines its nine (9) main tasks:

**Para. 28. Secretariat's main tasks**

- a) *the organization of the meetings of the General Assembly and the Committee;*
- b) *the implementation of decisions of the World Heritage Committee and resolutions of the General Assembly and reporting to them on their execution;*
- c) *the receipt, registration, checking the completeness, archiving and transmission to the relevant Advisory Bodies of nominations to the World Heritage List;*
- d) *the co-ordination of studies and activities as part of the Global Strategy for a Representative, Balanced and Credible World Heritage List;*
- e) *the organization of Periodic Reporting and coordination of Reactive Monitoring;*
- f) *the co-ordination of International Assistance;*
- g) *the mobilization of extra-budgetary resources for the conservation and management of World Heritage properties;*
- h) *the assistance to States Parties in the implementation of the Committee's programmes and projects; and*
- i) *the promotion of World Heritage and the Convention through the dissemination of information to States Parties, the Advisory Bodies and the general public.*

**Para. 29.** *These activities follow the decisions and Strategic Objectives of the Committee and the resolutions of the General Assembly of the States Parties and are conducted in close co-operation with the Advisory Bodies.*

## **V. WORK PROCESSES AND WORLOAD**

6. In 2006, the World Heritage Committee adopted two decisions (**30 COM 6** and **30 COM 12**) at its 30th session (Vilnius, 2006) requesting a management audit of the World Heritage Centre. Subsequent to the decision, the external consulting firm (Deloitte) reviewed, in 2007, the efficiency and effectiveness of management practices at the World Heritage Centre and examined the degree to which programmes and budgets were designed to meet the Committee's needs.
7. The Terms of Reference for the audit called on the UNESCO 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 World Heritage Committee in 2007. IOS observed that the report did not identify and analyze past, current and expected future levels of workload. The World Heritage Committee also stated that "more detailed information [was] needed regarding the mapping of the World Heritage Centre's workload".
8. In response, the World Heritage Centre asked IOS in October 2008 to map its workload. Refining the main tasks detailed in the *Operational Guidelines* (Para. 28), eleven (11) work processes were identified through the consultation process with staff members:
  - a) **Statutory process** (including meetings of the General Assembly and the World Heritage 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 States Parties and for Non-UNESCO projects** (e.g. on the restoration of monuments in the vicinity of World Heritage properties, on sites that are not on the World Heritage List)
  - k) **Human Resources Management** (Drafting/discussing job descriptions, assessing performance, managing conflicts, renewing contracts, evaluating applications, interviewing candidates)

9. The results of this study were presented to the Committee at its 33rd session (Seville, 2009) in Documents *WHC-09/33.COM/5A* and *WHC-09/33.COM/INF.5A3*. The analysis showed that Professional staff (on permanent and temporary contracts) spent 75% of their time on five work processes. In order of importance these are :
- Conservation of World Heritage Sites,
  - Extra-Budgetary Projects,
  - Nomination Process,
  - Statutory Process,
  - Communication / Promotion / Publications / Training.

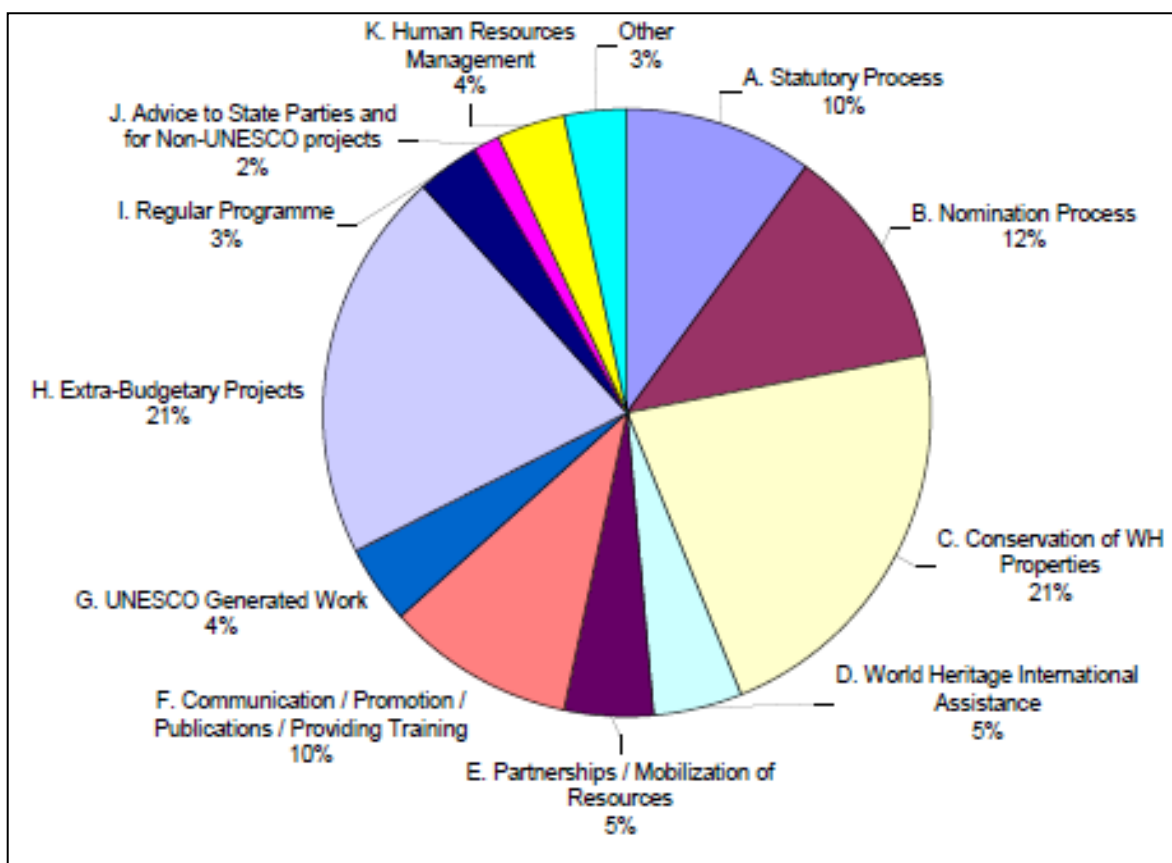


Chart 1: Percentage of time spent on the 11 main work processes in 2008 by All P-staff members

10. Most staff members worked on all eleven work processes; however, fewer worked on Partnerships / Mobilization of Resources, the Regular Programme and on advising States Parties on Non-UNESCO Projects.
11. The statistics shown in Chart 1 above are an average percentage of time spent, keeping in mind that the workload on any of the 11 processes varies from one Secretariat Unit to another (e.g. Administration Unit and Policy Unit).

12. It is important to note that the average overtime for the each staff member of the General Policy and Statutory Implementation Unit in 2008 was of the equivalent of 51 days. In general, the average overtime for Professional staff at the World Heritage Centre in 2008 was 40 days.
13. Furthermore, the 2007 Management Audit of the World Heritage Centre undertaken by Deloitte underlined the need to clarify the division of roles and responsibilities between the World Heritage Centre and the Advisory Bodies in three specific areas:
  - a) Organization of joint missions,
  - b) Drafting of state of conservation reports, and
  - c) Management of studies and analysis requested by the World Heritage Committee or extra-budgetary partners.
14. This clarification was endorsed by the World Heritage Committee at its 34th session (Brasilia, 2010) (see Document WHC-10/34.COM/5C). After detailing them, this document indicated that *“the respective roles of the World Heritage Centre and the Advisory Bodies are in general distinct and clear. Per definition, the World Heritage Centre needs to be a facilitator and is required to have a neutral attitude towards all States Parties, while the Advisory Bodies provide professional and independent advice. These roles are complementary by nature and not overlapping”*.
15. It should also be noted that such a detailed analysis of the workload (time spent for each working process) has not yet been conducted for the Advisory Bodies.
16. The following pages present a summary table of the main tasks of all 4 stakeholders.

## ROLES AND RESPONSIBILITIES OF THE WORLD HERITAGE COMMITTEE, THE GENERAL ASSEMBLY OF STATES PARTIES, THE SECRETARIAT AND THE ADVISORY BODIES

Working processes ↓	General Assembly of States Parties	World Heritage Committee	Secretariat (WHC)	Advisory Bodies
<b>Statutory Process</b>	<p>Meets once every two years;</p> <p>Elects members to the World Heritage Committee;</p> <p>Examines a report from the World Heritage Committee on its activities</p>	<p>Composed of 21 members and meets at least once a year ;</p> <p>Submits a report on its activities every two years to the General Assembly of States Parties and to the UNESCO General Conference;</p> <p>Reviews and evaluates periodically the implementation of the <i>Convention</i>;</p> <p>Revises and adopts the <i>Operational Guidelines</i></p>	<p>Organization of the meetings of the General Assembly and the Committee;</p> <p>Following the implementation of decisions of the World Heritage Committee and resolutions of the General Assembly and reporting to them on their execution</p>	<p>Assist the Secretariat, in the preparation of the Committee's documentation, agenda of its meetings and the implementation of the Committee's decisions;</p> <p>Attend meetings of the General Assembly, the World Heritage Committee and the Bureau in an advisory capacity;</p> <p>Advise on the implementation of the <i>Convention</i> in the field of their expertise</p>
<b>Nomination Process</b>		<p>Identifies cultural and natural properties of outstanding universal value which are to be protected under the <i>Convention</i> and to inscribe those properties on the World Heritage List <i>(around 21% of the Committee's time)</i></p>	<p>Receives, registers, checks the completeness, archives and transmits to the relevant Advisory Bodies the nominations to the World Heritage List;</p> <p>Co-ordinates studies and activities as part of the Global Strategy for a Representative, Balanced and Credible World Heritage List;</p> <p>Receives and registers the States Parties Tentative Lists;</p> <p>Contributes to regional/global thematic meetings and reflections;</p> <p>Coordinates the Retrospective Inventory and the Retrospective Statements of Outstanding Universal Value exercises</p>	<p>Assist with the development and implementation of the Global Strategy for a Representative, Balanced and Credible World Heritage List, the Global Training Strategy;</p> <p>In the case of ICOMOS and IUCN, evaluate properties nominated for inscription on the World Heritage List and present evaluation reports to the Committee;</p> <p>Contribute to the Retrospective Statements of Outstanding Universal Value exercise, in close consultation with the Secretariat</p>
<b>Conservation of World Heritage properties</b>		<p>Examines the state of conservation of properties through processes of Reactive monitoring and Periodic Reporting;</p> <p>Decides which World Heritage properties are to be inscribed on, or removed from the List of World Heritage in Danger;</p> <p>Decides whether a property should be deleted from the World Heritage List <i>(around 49% of the Committee's time)</i></p>	<p>Coordinates and actively participates to the reactive monitoring exercise (including monitoring missions and the preparation of the state of conservation reports, studying reports and other documents); in permanent consultation with the Advisory Bodies</p> <p>Organizes the Periodic Reporting exercise</p>	<p>Assist with the development and implementation of the Periodic Reporting;</p> <p>Monitor the state of conservation of World Heritage properties (including monitoring missions and drafting of state of conservation reports), in permanent consultation with the Secretariat</p>

	<b>General Assembly of States Parties</b>	<b>World Heritage Committee</b>	<b>Secretariat (WHC)</b>	<b>Advisory Bodies</b>
<b>World Heritage International Assistance</b>		Defines the procedure by which requests for International Assistance are to be considered	Co-ordinates the International Assistance	Review requests for International Assistance
<b>Partnerships / Mobilization of Resources</b>		Adopts decisions on this item during the Committee meetings	Mobilizes extra-budgetary resources for the conservation and management of World Heritage properties	
<b>Communication / Promotion / Publications / Training</b>		Adopts decisions on this item during the Committee meetings	Promotes World Heritage and the <i>Convention</i> through the dissemination of information to States Parties, the Advisory Bodies and the general public;  Knowledge management (includes managing data-based and websites, archiving and conservation of documents)	Promotes World Heritage and the <i>Convention</i> through the dissemination of information to States Parties and the general public ;  Participate/organize training sessions for World Heritage officers and site managers
<b>UNESCO Generated work</b>			Including Briefings, Participation Programme, Fellowships, etc.	
<b>Extra-Budgetary projects</b>			Coordinates and manages some extra-budgetary projects for the conservation of sites	
<b>Regular Programme</b>			Including preparation of the C/5 and Programme Review, etc...	
<b>Advice to States Parties and for Non-UNESCO projects</b>			Assists States Parties in the implementation of the Committee's programmes and projects (e.g. on the restoration of monuments in the vicinity of properties, on sites that are not on the List)	
<b>Human Resources management</b>			Drafting/discussing job descriptions, assessing performance, managing conflicts, renewing contracts, evaluating applications, interviewing candidates	
<b>World Heritage Fund</b>	Determines the uniform percentage of contributions to the World Heritage Fund applicable to all States Parties	Determines how the resources of the World Heritage Fund can be used;  Seeks ways to increase the World Heritage Fund	Manages the WHF on a day-to-day basis (controls the expenditures, contributions of States Parties, etc....)	Assist with the strengthening of the effective use of the World Heritage Fund