United Nations
Educational, Scientific and
Cultural Organization

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

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

SECOND PROTOCOL TO THE HAGUE CONVENTION OF 1954
FOR THE PROTECTION OF CULTURAL PROPERTY
IN THE EVENT OF ARMED CONFLICT

COMMITTEE FOR THE PROTECTION OF CULTURAL PROPERTY
IN THE EVENT OF ARMED CONFLICT

Eighth meeting
UNESCO Headquarters, Paris
18 to 19 December 2013

Item … of the Provisional Agenda:
Audit of the working methods of Culture Conventions

1. As part of its current biennial workplan, UNESCO's Internal Oversight Service (IOS) has conducted an audit of the working methods of the six conventions in the field of culture, in order to assess the adequacy and efficiency of the working methods of UNESCO's standard-setting work. The scope of the review included working methods of the convention secretariats, the funding arrangements and the meetings of the governing bodies. The IOS report, 'Audit of the Working Methods of Cultural Conventions' (Document IOS/AUD/2013/06), constitutes Annex I to the present document.

2. The audit, situated in the immediate context of the present financial crisis facing the Organization, the necessity to align the Secretariat's workload with the available resources and the possibility to achieve cost savings through increased synergy and efficiency, offers a number of informative observations and useful recommendations for consideration by the Secretariat, the Parties to the different conventions and their Governing Bodies, as well as the Member States of UNESCO and its Governing Bodies. As requested by the Executive Board in its 192 EX/Decision 5 Part II, the Director-General has consequently sought to outline an overall plan whereby these recommendations can be translated into action. Given the number of different actors and the respective competencies of the different organs, there are some recommendations the Director-General and Secretariat can implement immediately while others fall under the authority of the respective Committees.

3. The eighth session of the Committee offers a timely opportunity to take into account the findings and recommendations of the Audit, which may be summarized as follows:

    Challenges

    - Unsustainability of increased workload with decreasing funding;

    - Need for more efficiency and cost-effectiveness of governing bodies' meetings (e.g., reduction of the frequency of meetings, limitation on meetings' duration, synchronization of the meetings of General Assemblies/States Parties of CLT agreements, and harmonization of the translation and interpretation requirements);

    - Need to review the cost structure of the advisory services;

    - Request for more efficiency by creating a common platform providing support services, such as IT and web design and maintenance, communication and meeting logistics; and,

    - Need for a co-ordinated fund-raising strategy with a common service mobilization team.

    Recommendations:

    - Proposal to supplement the current funding structure by General Trust Funds with regard to coverage of ordinary expenditures of the secretariats;

    - Prioritization of the work of secretariats to align it with available resources;

    - Reduction, when feasible, of the frequency, duration, and agenda of statutory meetings and synchronization of States Parties' meetings;

    - Harmonization of the translation and interpretation requirements across statutory meetings and seeking extrabudgetary funding for additional languages;

    - Modification of the financial rules to allow application of a cost recovery policy;

    - Research, where applicable, on more efficient ways of obtaining advisory services and consideration of potential chargeback mechanisms to the nominating States Parties and/or earmarked funds;

    - Formulation of proposals for governing bodies for possible savings and financial sustainability in the advisory service fees;

    - Expansion of the CLT common logistics unit to include additional services to add value and provide cost-effective solutions; and,

- Elaboration of a co-ordinated fund-raising strategy for all conventions secretariats and creation of a common resource mobilization team.

4. The Committee may wish to discuss the recommendations that bear directly on the work of the 1954 Convention and its two (1954 and 1999) protocols. Committee members will recall that, by its Decision 6.COM 5 (B) adopted by its Sixth Meeting in December 2011 (http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/pdf/Decisions-en_20120216.pdf), the Committee decided to provisionally suspend the application of Rule 33 of the Rules of Procedure of the Committee until its Tenth Meeting in 2015 by using English and French as the languages for translation of its working documents and by using English, French, and Spanish for interpretation of its deliberations.)

5. The Committee may also wish to task its Bureau to study the recommendations contained in the IOS report with a view to submitting a set of concrete recommendations for streamlining the work of the Committee to the former at the Ninth Meeting.

6.   The Committee may wish to adopt the following decision:

DRAFT DECISION 8.COM 13

The Committee,

1.   <u>Having considered</u> document CLT-13/8.COM/CONF.203/13 and its Annex "Audit of the Working Methods of Cultural Conventions";

2.   <u>Expresses</u> its appreciation to the UNESCO Internal Oversight Service (IOS) for its work;

3.   <u>Welcomes</u> the findings of the audit and its recommendations;

4.   <u>Welcomes</u> the forthcoming establishment by the Culture Sector of a Conventions Common Services Team, which aims to support the work of all convention secretariats, as suggested in Recommendation 3, and <u>anticipates</u> that it will add value and provide cost-effective solutions to the challenges facing the 1954 Convention and its two Protocols as well as other conventions;

5.   <u>Acknowledges</u> the increasing reliance of the Organization on extrabudgetary contributions; <u>considers</u> that Recommendation 4 aims to increase the coordination and effectiveness of the Culture Sector's mobilization of such extrabudgetary resources and diversify the sources of such contributions; and <u>requests</u> the Secretariat to keep it informed of developments in this regard;

6.   <u>Takes note</u> that synchronizing the meetings of the Parties to the conventions, as suggested in Recommendation 1 (c), offers both advantages and disadvantages to Member States that are party to several conventions; and <u>requests</u> the Secretariat to study those advantages and disadvantages, in close consultation with Member States, and to report to its Ninth Meeting on that study;

7.   <u>Recalls</u> that by its Decision 6.COM 5 (B) the Committee decided to provisionally suspend the application of Rule 33 of its Rules of Procedure until its Tenth Meeting in 2015 by using English and French as the languages for translation its working documents and English, French and Spanish for interpretation of its deliberations;

8.   <u>Noting</u> that the Annex provides significant proposals to streamline the work of the Committee;

9.   <u>Tasks</u> its Bureau to study the recommendations contained in the IOS report with a view to submitting to it at its Ninth Meeting a set of concrete recommendations at streamlining the work of the Committee.

Audit of the Working Methods of Cultural Conventions

September 2013

Auditors:
Hir Purkait
Slavka Douet
Nicola Tabacchi

EXECUTIVE SUMMARY

Key Results

IOS conducted an audit of the working methods of the six conventions in the field of culture to assess the adequacy and efficiency of the working methods of UNESCO's standard-setting work in the Culture Sector. The audit found that the current situation is unsustainable as support from the regular programme budget decreases and the workload of the convention secretariats increases. There is thus a need to review the amount of secretariat work that can be executed and cost-saving measures should be considered. Potential measures include reducing the frequency, duration and agenda of the meetings of governing bodies, synchronizing the meetings of the general assemblies, temporarily suspending fresh nominations, and using more sponsors for meeting expenses, including for translation and interpretation. The audit also found that there is an opportunity for a common platform across the culture conventions for support services given the synergies and nature of functions. Finally, alternative funding structures, such as those employed by other United Nations multilateral environment agencies, should be considered.

Background

1. Promoting Standard-setting instruments is one of the five established functions of UNESCO. In the field of culture, UNESCO promotes cultural Conventions and Protocols as detailed below.

 2005 Convention on Protection and Promotion of the Diversity of Cultural Expressions

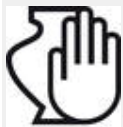 2003 Convention on Safeguarding of the Intangible Cultural Heritage

 2001 Convention on Protection of the Underwater Cultural Heritage

 1972 Convention Protection of the World Cultural and Natural Heritage

 1970 Convention on Fighting Against the Illicit Trafficking of Cultural Property

 1954 Convention on Protection of Cultural Property in the Event of Armed Conflict (1st Protocol and 2nd Protocol)

2. Implementation and support to these conventions forms a significant part of the UNESCO Culture Sector activities. In recent years, the total budgets of the six active conventions and protocols comprised about 80 per cent of the overall Culture Sector budget.

3. The importance of these conventions can be seen from the increasing ratification of (State) Parties as shown in the graph below.

Graph 1
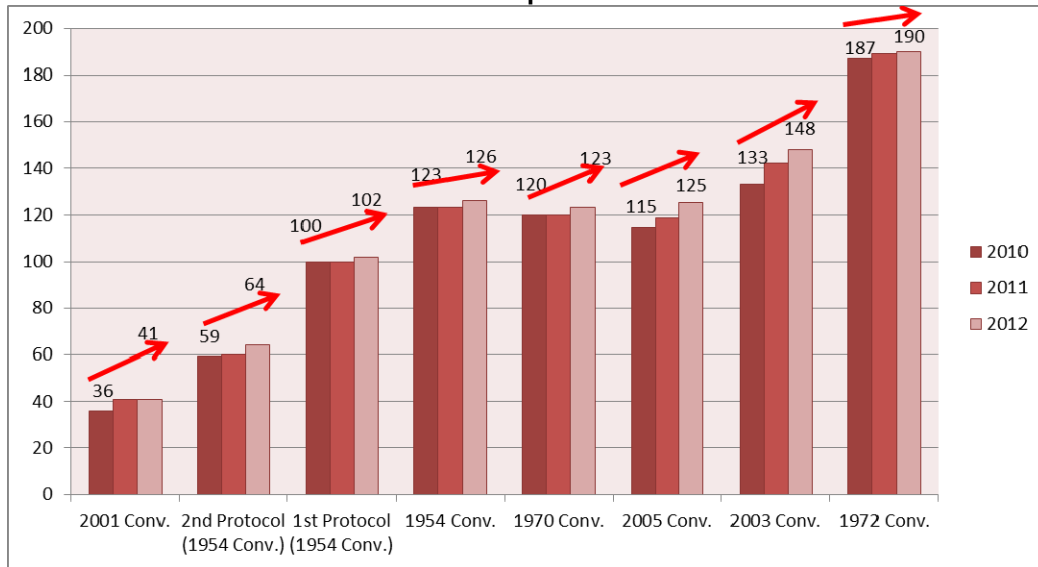
4. There are generally three funding modalities to support the activities under these conventions. 1) UNESCO Regular Programme support by way of activity funding and staff resources, 2) Dedicated funds for convention based on either assessed or voluntary contributions from the Member States, and 3) Other extra-budgetary funding. The total budgets for the biennium 2012-13, by convention are shown in the graph below.

Graph 2
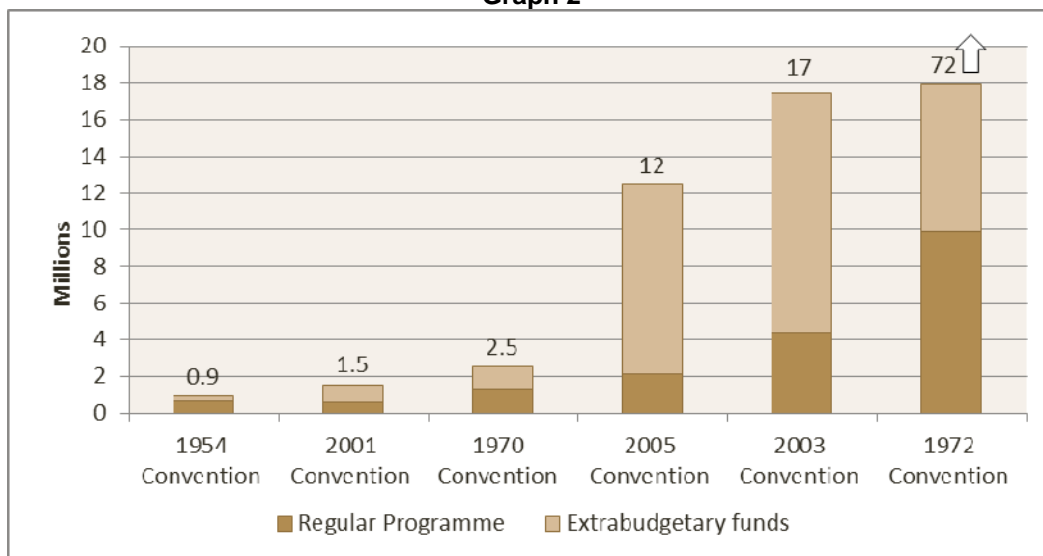
Source: FABS data July 2013. 33,9 Million USD is managed by the World Heritage Centre and 38.8 Million USD is delegated to UNESCO field offices.

5. Working methods of the governing bodies and broad functions of the secretariats are guided by the convention text as well as operational directives and rules of procedures adopted by the Governing Bodies of each convention.

6. Governance arrangements of these conventions are defined in the convention texts, and specific duties of each constituency are in the Operational Guidelines/Directives. The Conference/Assembly of State Parties is the highest decision making body and meets periodically, generally once in two years.

7. Four of the conventions are supported by intergovernmental committees, which meet annually or more frequently and are empowered to take decisions as per the convention texts and operational guidelines of the conventions. The sizes of these committees vary from 18 to 24 members, elected from the six UNESCO regional electoral groups for the election of Members of the Executive Board (except in case of the Second Protocol of the 1954 Convention). In addition, some conventions have subsidiary bodies/consultative bodies to support the work of the committee.

8. As mentioned in the texts of these conventions, UNESCO provides secretariats for the conventions. The roles of the secretariats, as defined in the convention text and in the operational directives are essentially twofold, i.e. a) to help organize the meetings of the Governing Bodies (i.e. Conference/Assembly of State Parties and Intergovernmental Committees) and b) to implement their decisions and recommendations as well as to perform any other function entrusted to them.

9. A Cultural Convention Liaison Group (CCLG) comprising of the heads of the convention secretariat has been established to increase coordination among conventions. The Group first met in January 2012.

Scope, objective and methodology

10. IOS conducted an audit of the working methods of the six conventions in the field of culture, in order to assess the adequacy and efficiency of the working methods of UNESCO's standard-setting work. The audit was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*.

11. The scope of the review included working methods of the convention secretariats, the funding arrangements and the meetings of the governing bodies. For the purpose of this audit, all six active conventions were reviewed.

12. The methodology of the audit included data and information gathering through a review of convention texts, operational guidelines, rules of procedures as well as prior studies and reviews and interviews with the staff of the convention secretariats. In addition, the audit reviewed funding and governance structure in a number of similar UN conventions hosted outside UNESCO for benchmarking purposes.

Achievements:

- Member States assign high priorities to the convention related activities. During the prioritization exercise by the Executive Board (the 5th Special Session), the expected results relating to all six conventions received Medium- High (B-A) priority (meaning a budget priority between 40-100 per cent) with special mention for resource support to the 1970 Convention.

- In recent years, efforts have been made to increase coordination among various convention secretariats. A Cultural Convention Liaison Group (CCLG) comprising the heads of the convention secretariats has been established. This group has high

potential to foster coordination and efficiencies among the convention secretariats. To achieve this potential, the group would need clear roles and accountabilities.

Challenges and Opportunities:

- Increasing workload with decreasing funding is unsustainable. Over the years, work of the convention secretariats has increased due to an increase in the number of: a) (State) Parties to the conventions; b) statutory meetings and their bodies; c) decisions and recommendations to be implemented by the secretariat; d) nominations to the conventions' mechanisms; e) international or any other category of assistance requests, f) design and implementation fundraising campaigns and communication strategies and g) processing and analysis of periodic reports. In addition, there are increasing demands from Parties for capacity building and technical assistance in the implementation of the Conventions at country level as well as for the production, management and distribution of knowledge in line with UNESCO's overall objectives to act as a clearing house and laboratory of ideas. These activities have been determined as priority by the governing bodies, in particular for the development of policies and action plans, gathering qualitative and quantitative evidence, content development distributed through knowledge sharing platforms, thematic debates on key articles of the Conventions. However, the total funding for the activities and staff resources are on decline. The decline is likely to be aggravated in the coming biennium due to overall budgetary cuts in UNESCO. There is a need to prioritise the activities of the convention secretariats and explore other funding models.

- Governing Bodies meetings should be more efficient and cost effective by reducing the frequency of meetings to align with the forthcoming quadrennial programming cycle of UNESCO, by limiting the meeting durations, by synchronizing the meetings of General Assemblies of the conventions, possibly just after the UNESCO General Conference meetings and by harmonising the translation and interpretation requirements across the convention meetings. The Executive Board in its 191st session recommended that the General Conference, at its 37th session, request the governing bodies of all intergovernmental and other bodies to address the efficiency and effectiveness of their meetings and formulate governance reform and cost-saving measures as appropriate.

- 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.

- Support services such as IT and Web design & maintenance, communication and meeting logistics are fragmented across the convention secretariats and a common platform for such services would be more efficient.

- A coordinated fund raising strategy with common resource mobilization team would be more effective for raising extrabudgetary resources and will also provide an opportunity for common branding of UNESCO cultural conventions.

4

Table of recommendations

Recommendation 1: We recommend that the convention secretariats formulate proposals to the Governing Bodies of UNESCO and/or of the Convention(s) to:

a) Supplement the current funding structure with General Trust funds formed out of contributions from the Contracting (State) Parties on compulsory or voluntary basis to cover the ordinary expenditures of the secretariats, including staffing, administrative costs, preparation and translation of documents, b) prioritize the current work load of the convention secretariats to align it with available resources, c) reduce the frequency, when feasible, duration and agenda of the meetings of State Parties and that of the Intergovernmental Committees and synchronize the meetings of the State Parties to the conventions, when efficiencies can be achieved, d) harmonize the translation and interpretation requirements across the convention meetings and seek extrabudgetary funding for additional languages, and e) modify the financial rules and regulations if necessary to allow application of cost recovery policy.

Recommendation 2: We recommend that the convention secretariats, where applicable, explore more efficient ways of the obtaining advisory services and consider potential chargeback mechanisms to the nominating State 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 3: We recommend that the CLT Sector should expand its common logistics unit to include additional services that add value and provide cost-effective solutions to support the work of all convention secretariats. The platform can function under the guidance of the Cultural Convention Liaison Group.

Recommendation 4: We recommend that the CLT Sector formulate, in consultation with BSP/CFS, a coordinated fund raising strategy for all conventions secretariats and form a common resource mobilization team.

RESULTS OF THE AUDIT

Issue 1: Increasing workload with decreasing funding is unsustainable.

13. Effective implementation of the conventions form a very large part of UNESCO's Culture Sector activity. The roles of the secretariats, as defined in the convention text are twofold, i.e. a) to help organize the meetings of the Governing Bodies (i.e. Committee/Assembly of State Parties and Intergovernmental Committees) and b) to implement decisions of the Governing Bodies.

14. Based on the abovementioned role, the secretariat generally undertakes the following activities;

   - Organizing statutory and other meetings relating to the conventions and implementation of their decisions and recommendations

   - Providing expert advice on different aspects related to the implementation of the Conventions and performing the function of a clearing house and laboratory of ideas

   - Providing support to the Intergovernmental bodies in processing and evaluating of the State Parties (SPs) requests (e. g. listing) and providing feedback to SPs, for inscription based conventions

   - Capacity building in SPs, either to support the convention through training and other activities or providing assistance in formulating proposals for inscriptions

   - Processing and analysing periodical reports

   - Design and implementation of fundraising campaigns and communication strategies to raise visibility of the conventions, how to implement them and build platforms for participatory policy making processes through partnerships with public authorities, civil society representations and private sector (e.g. SME's). Management of the relevant intergovernmental funds and establishment of contracts for the granting of international and other categories of assistance, including monitoring implementation and evaluation of projects financed by these funds.

   Over the years, workload of the convention secretariats has gone up due to an increase in number of: a) States Parties to the convention; b) statutory meetings and their bodies; c) decisions and recommendations to be implemented by the Secretariat; d) nominations; and e) periodic reports.

15. Increase in the number of State Parties ratifying the convention is shown in the Graph 1 of this report. Trend in number of inscriptions for the two main inscription based conventions, i.e. Protection of the World Cultural and Natural Heritage (1972 Convention) and Safeguarding of the Intangible Cultural Heritage (2003 Convention), are shown below in Graph 3 and 4. Increase in number of inscriptions also lead to increase in processing of requests and reporting requirements.

Graph 3
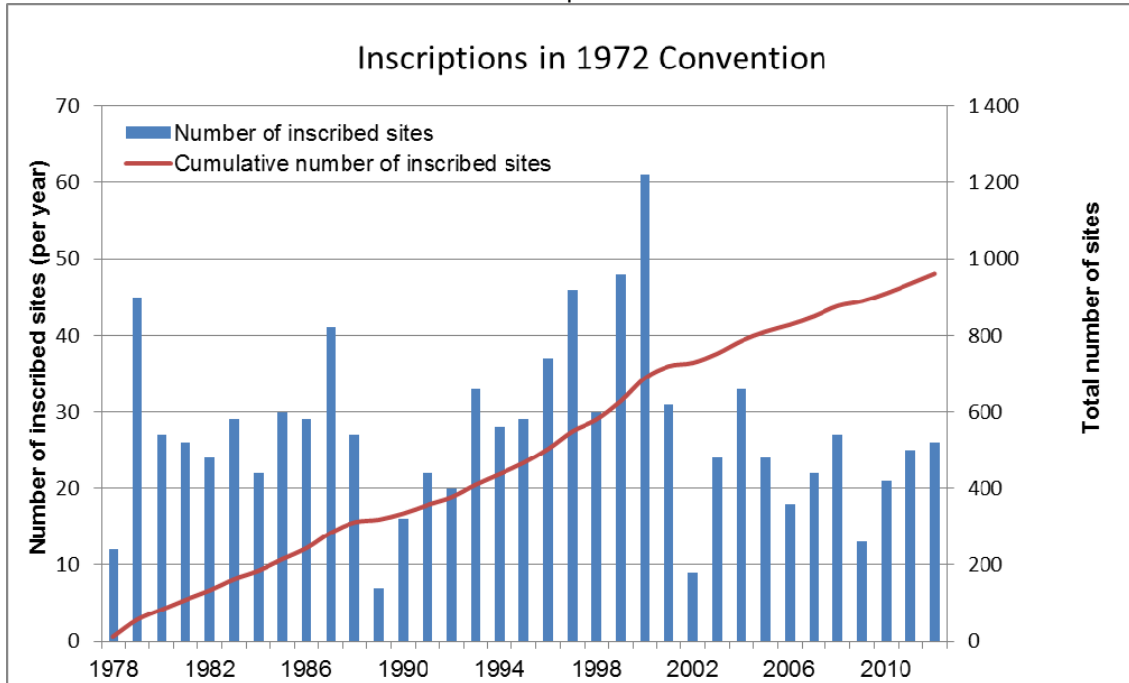
Graph 4
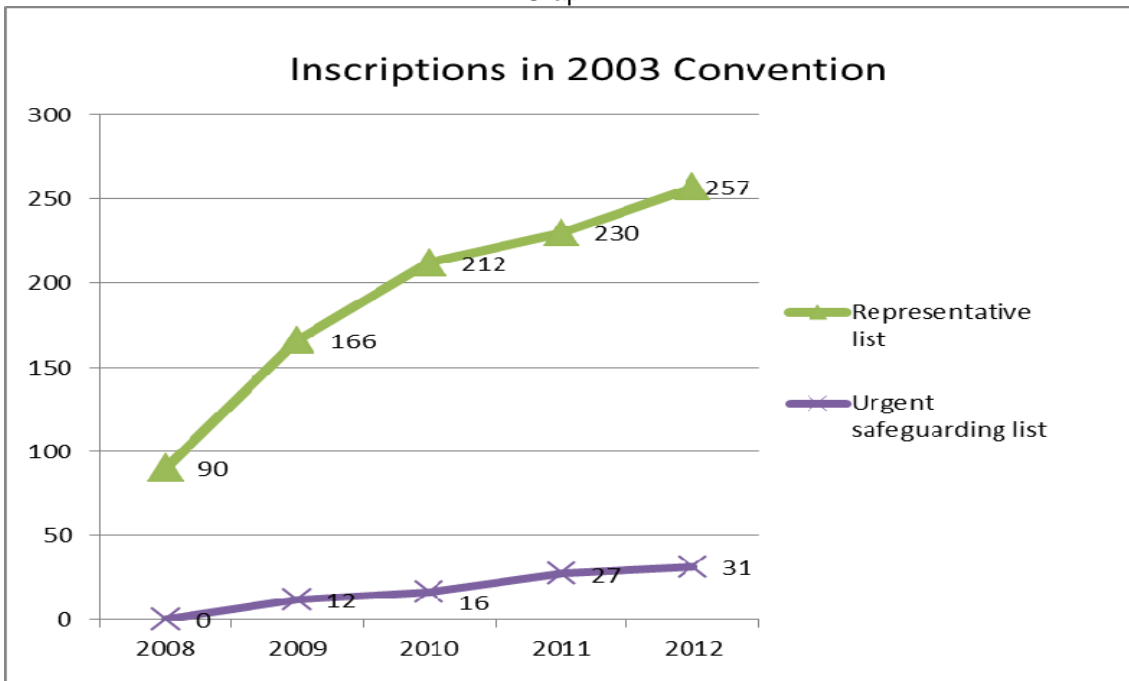
16.   While the work of the convention secretariats has increased over the years, the financial resources of the secretariats have not been in tandem with the workload. Three funding modalities support the conventions' activities: (1) UNESCO Regular Programme support by way of activity funding and staff resources; (2) dedicated funds for a convention based on either assessed or voluntary contributions from Member States; and (3) other extrabudgetary funding. The activity support includes funding of some costs related to governing body and other subsidiary body meetings of these conventions, e.g. costs relating to translation, interpretation and some participant travel.

17.   The trends of total budget of the conventions over the last three biennia are given below in graph 5.

Graph 5

(source: 34C/5, 35C/5 and 36C/5)
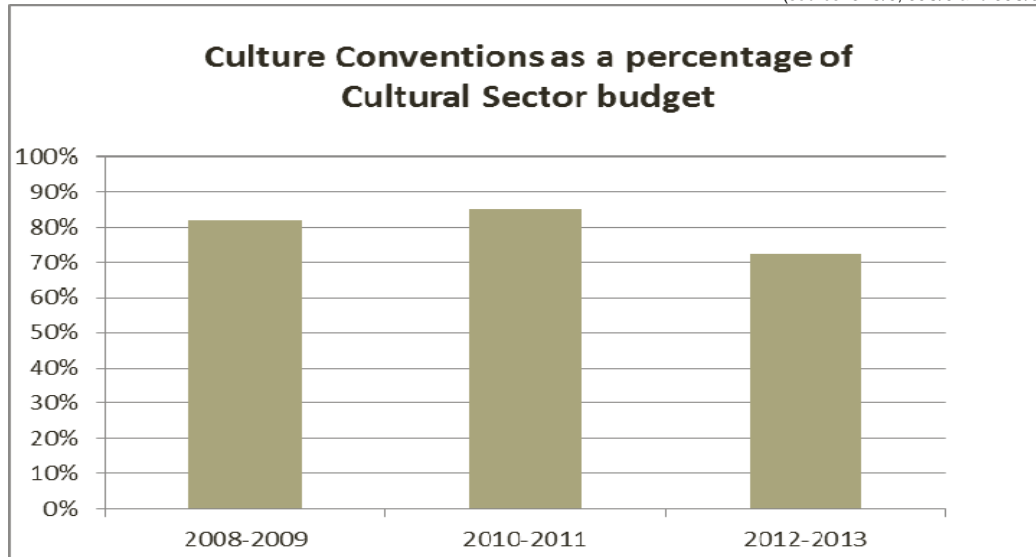
18.   With the pressure on UNESCO regular programme budget for the next biennium, there is likely to be a significant reduction in the regular programme budgetary support to the convention budgets. It is relevant to mention here that during the prioritization exercise by the Executive Board (the fifth special session), the expected results relating to all six conventions received B-A priority (meaning a budget priority between 40-100 per cent) with special mention for resource support to the 1970 Convention.

19.   Convention secretariats have been looking for extrabudgetary funds as well as other modalities like sponsorship of meetings of intergovernmental bodies leading to co-sharing of some of the meeting costs. However, the likely decrease in regular programme funding makes it difficult if not impossible to sustain the current workload.

20.   Given the likely decline in financial resources for the next biennium, there is a need to align the secretariat workload with the financial resources. Some of the possible measures to prioritise/reduce the workload of the secretariat are discussed in detail in a later part of this report. As pointed out earlier, the role of the convention secretariats relate to the arranging for the meetings of the Governing Bodies and implementing their decisions. Therefore, implementations of all decisions of the Governing Bodies become mandatory responsibility of the secretariats. It is pertinent to note that while the financial resources by way of regular programme budget support for activities and staff levels are decided by the UNESCO Executive Board and General Conference, the activities of the secretariats are guided by the decisions taken by Governing Bodies of each convention.

This creates a misalignment between the activities to be undertaken by the secretariats and available resources.

21. It is relevant to mention that a Joint Inspection Unit review of 45 conventions hosted by 11 different United Nations Organizations revealed[1] that, general trust funds, formed through contributions from the Contracting (State) Parties on compulsory or voluntary basis, are used to meet the expenses of the conventions, covering the ordinary expenditures of the secretariats, including staffing, administrative costs, preparation and translation of documents. Special trust funds meet the extra-budgetary expenses for technical assistance and the participation of developing countries and countries with economies in transition in convention meetings. Similar funding structure can be explored for convention secretariats hosted by UNESCO to avoid governance overlap and ensure independence from UNESCO's regular programme budget.

Recommendation 1 (a):	
We recommend that the Convention Secretariats formulate proposals to the Governing Bodies of UNESCO and those of the Conventions to supplement the current funding structure with General Trust funds formed out of contributions from the Contracting (State) Parties on compulsory or voluntary basis to cover the ordinary expenditures of the secretariats, including staffing, administrative costs, preparation and translation of documents.	High risk

CLT action plan:

The issue requires further discussions with BFM and LA before submitting proposals to the respective Governing Bodies, which could be based on the already approved sub fund for staffing for the 2003 Convention. Further, given the different meeting schedules of the Governing Bodies of the conventions, the implementation of the recommendation is foreseen by December 2015.

Recommendation 1 (b):	
We recommend that the Convention Secretariats formulate proposals to the Governing Bodies of UNESCO and those of the Conventions to prioritise the current work load of the convention secretariats to align it with available resources.	High risk

CLT action plan:

The governing bodies have given very clear priorities regarding the work to be done. The longstanding issue of the mismatch between the workload and human resources available to deliver on these priorities has become ever more critical in view of the reduced anticipated cash flow 2014-2015. The Secretariats of the Conventions will present proposals to better align workload with available resources. However, the different meeting schedules of the Governing Bodies of the conventions means that the implementation of the recommendation is foreseen by December 2015.

Issue 2: Meetings of the Governing Bodies need to be made more efficient and cost effective

22. Organising meetings of the Governing Bodies are one of the essential roles of the convention's secretariats as defined in the texts of the conventions. Organizing the State Party/intergovernmental body meetings take up considerable amount of secretariat staff time and financial resources. Some costs related to these meetings are charged to the

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[1]Source: Management review of environmental governance within the United Nations System by the Joint Inspection Unit (JIU/REP/2008/3)

dedicated fund or other extrabudgetary resources related to the conventions; however costs relating to translation, interpretation and some participant travel are borne by the UNESCO regular programme.

23. Comparative information on the Governing Body meeting frequency, duration and languages to be used, as prescribed in the conventions' texts is presented below.

Table 1

	1972	1954 Hague	1999 Second Protocol	1970	2001	2003	2005
State Parties meetings							
Name	General Assembly	High Contracting Parties	Parties to the Second Protocol	Meetings of States Parties	Meeting of States Parties	General Assembly	Conference of Parties
Frequency of meetings	Every two years	Every two years	Every two years since 2005	2003, 2012 2013	Every two years	Every two years (One extraordinary session)	Every two years
Duration	2-3 days	3 hours - morning	Afternoon and 1 day	2 days	3 days	5 days	3-4 days
Place	Paris since 1987	Paris	Paris	Paris	Paris	Paris	Paris
Working languages	All Six languages of UNESCO	All six languages of UNESCO	All six languages of UNESCO	All Six languages of UNESCO	All Six languages of UNESCO	All Six languages of UNESCO	All Six languages of UNESCO
Intergovernmental Committee meetings							
Frequency	Every year (10 extraordinary sessions)	N/A	Every year from 2006, one extraordinary in 2009	First meeting in 2013; Every year	N/A	Every year (4 extraordinary sessions)	Every year
Duration	About 10-12 days in the last 4 meetings;	N/A	2 days	2 days	N/A	5 days	4-5 days
Place	Hosted by Member States	N/A	Paris	Paris	N/A	Generally outside Paris, last session in Paris	Paris
Working languages	ENG/FRA	N/A	All Six languages of UNESCO; (currently interpretation in English, French and Spanish and working documents in English and French are provided through an agreement).	ENG/FRA	N/A	ENG/FRA	ENG/FRA

Frequency of meetings

24. As seen from the table 1 above, in general the (State) Parties to the conventions meet once in two years, whereas the Intergovernmental Committees meet once every year. The move in UNESCO from a biennial to a quadrennial programming cycle creates opportunities for changes in the frequency of governance meetings. A logical rule of thumb might be to halve the number of governance meetings, i.e. to hold (State) Party meetings once in every four years and Intergovernmental Committee meetings once every two years.

Duration of meetings

25. The meetings of (State) Parties were held for one to five days whereas the Intergovernmental Committee meetings lasted from two to twelve days. Although the Governing Body meetings have diverse agendas, there is a scope for limiting the meetings to not more than one week.

Meeting schedules

26. All meetings of (State) Parties are held at UNESCO headquarters where some of the Intergovernmental Committee meetings are cohosted by (State) Parties. 87 (State) Parties are common to four conventions. (State) Parties are at times represented by the same person to different convention meetings. Therefore, there is an opportunity to avoid multiple travels and exploit synergies across the conventions by synchronising the meetings of the State Parties to the conventions, possibly during or just after the UNESCO General Conference meetings.

Translation and interpretation requirements

27. At present, six language interpretation and translation is provided in all General Assembly/Conference of Party meetings whereas translation and interpretations in English and French are provided for Intergovernmental Committee meetings, with the exception of the 1999 Second Protocol and 2001 Convention where three language interpretations are provided in committee/advisory body meetings. Translation and interpretation requirements across the convention meetings can be harmonized in such a way that meetings of (State) Parties are held in all six working languages, whereas the Intergovernmental Committee meetings are held in English and French. It is relevant to mention that the cost of two way interpretation in French and English is $2,670 per day, whereas the cost of six-language interpretation comes at $12,460 per day.

Recommendation 1 (c):	
We recommend that the Convention Secretariats formulate proposals to the Governing Bodies of the Conventions to (i) reduce the frequency, duration and agenda of the meetings of State Parties and that of the Intergovernmental Committees and (ii) synchronize the meetings of the State Parties to the conventions when efficiencies can be achieved.	Medium risk

CLT action plan:

CLT accepts the spirit of the recommendation, but notes that changing frequency of the meetings would require amendment of the Conventions which CLT will not propose at this time. Some of the meetings of the governing bodies currently take place back to back, with particular bottlenecks in June and December. It has been expressed that this time schedule is unsustainable and not efficient as Parties do not have sufficient time between meetings to fully prepare for the debates and, in many cases, are not able to attend, given the intensity of the schedule. The Secretariat will submit proposals for revising the scheduling of meetings, as well as the duration and agenda. Given the different meeting schedules of the Governing Bodies of the Conventions, the implementation of the recommendation is foreseen by December 2015.

IOS comment: Notwithstanding these challenges noted by CLT, we encourage CLT's continued efforts to examine and reduce meeting costs as proposed in the recommendation.

Recommendation 1 (d):	
We recommend that the Convention Secretariats formulate proposals to the Governing Bodies of the conventions to harmonise the translation and interpretation requirements across the conventions meetings and seek extrabudgetary funding for additional languages.	Low risk

CLT action plan:
Given the different meeting schedules of the Governing Bodies of the conventions, the implementation of the recommendation is foreseen by December 2015.

Recommendation 1 (e):	
We recommend that the Convention Secretariats formulate proposals to their respective Governing Bodies to modify the financial rules and regulations if necessary to allow consistent application of cost recovery policy.	Medium risk

CLT action plan:
The Sector will present proposals in this regard to the respective Governing Bodies. Given the different meeting schedules of the Governing Bodies of the conventions, the implementation of the recommendation is foreseen by December 2015.

Issue 3: Working methods on processing of Nomination and International Assistance requests differs across conventions

28.   Comparative information on processing of nominations and international assistance requests across the conventions is presented in the table below.

Table 2

	1972 Convention	1954 Convention	1970 Convention	2001 Convention	2003 Convention	2005 Convention
Lists	1. World Heritage List 2. List of World Heritage in Danger	1. List of Cultural Property under Enhanced Protection (Second protocol of 1999) 2. International Register of Cultural Property under Special Protection	None	None	1. Representative List of the ICH of Humanity 2. List of ICH in Need of Urgent Safeguarding 3. Register of Best Safeguarding Practices	None
Inscription cycles	18 months Initial submission in February and Com decision in June of the following year	No specific cycle for inscription in the Register under the 1954 Convention but requests for inscription in the Second Protocol List are to be submitted to the Secretariat by 1 March every year. This requirement does not concern requests for provisional	N/A	N/A	20 months Initial submission by 31 March. Examination by Committee in December of the following year	N/A

		enhanced protection which may be submitted at any time.				
International and other categories of assistance and deadline for requests	Submission latest by 31 October, except for Emergency Assistance that can be submitted at any time in the year.	1./preparatory, emergency, recovery assistance 2./ financial assistance Requests for international Request for international assistance provided by the Committee must be submitted to the Secretariat at least six months before the ordinary meeting of the Committee. Requests for emergency assistance may be submitted any time.			Same as inscription cycle for AI more than 25,000 and preparatory assistance At any time for less than 25,000	Annual financial assistance requests for projects made to the International Fund for Cultural Diversity

Requests for participatory assistance from Parties belonging to LDC's members of the IGC |
| Name of advisory body | IUCN, ICOMOC, ICCROM | None | None | Scientific and technical advisory body | Subsidiary Body of the Committee for RL, Consultative Body (for USL, BSP and AI more than 25,000), Bureau for AI less than 25,000 | Panel of experts |

29. The two main inscription based conventions, i.e. Protection of the World Cultural and Natural Heritage (1972 Convention) and Safeguarding of the Intangible Cultural Heritage (2003 Convention) have similar inscription cycles but follow different approaches in processing nomination requests.

30. The 1972 Convention text itself identifies three advisory bodies (i.e. IUCN, ICOMOS and ICCROM) and defines their roles in assessment of the nomination requests. The advisory bodies provide evaluation on the requests for nominations and international assistance and have other advisory, training and reactive monitoring roles. The contracts for the advisory bodies represent more than 75 per cent of the approved budget of the World Heritage Fund. The level of activities and their respective approved budgets for the biennium 2012-13 are given in the table below.

Table 3

(Budgets in US dollars)

Advisory bodies	Advisory services		Reactive Monitoring Missions		Training Activities	
	Activities	Budget	Activities	Budget	Activities	Budget
ICOMOS	1. Evaluation of 31 nominations of cultural or mixed natural/cultural properties

2. Comment on 25 International Assistance requests, review of 5 Statements of Outstanding Universal Value of | 1,442,856.57 | 1. Undertake 24 reactive monitoring missions, peer reviews, desk reviews, etc.

2. Drafting of 53 reports on the state of conservation, review of 55 reports on the SOC

3. Meetings | 569,664.97 | N/A | N/A |

	properties, etc. 3. Meetings Attendance (World Heritage Committee, General Assembly, WHC/AB meetings, etc.)		Attendance (SOC meetings, etc.)			
IUCN	1. Evaluation of nominations of natural or mixed natural/cultural properties 2. Comment on International Assistance requests, etc. 3. Meetings Attendance (World Heritage Committee, General Assembly, WHC/AB meetings, etc.)	1,156,506	1. Undertake 24 reactive monitoring missions 2. Produce State of Conservation reports, etc.	603,138		NIL
ICCROM	1. Review and advise on International Assistance requests and other professional services 2. Meetings Attendance (World Heritage Committee, General Assembly, WHC/AB meetings, etc.)	186,734	1. Undertake 4 reactive monitoring missions	22,507	1.Implementation, coordination and monitoring of the World Heritage Capacity Building Strategy 2. Pilot activity 3. Workshop 4. Committee orientation sessions	108,424

31.	Under the 2003 Convention, a consultative body of six individual experts and six NGOs examine proposals for the nominations to the Urgent Safeguarding list and Register for Best Safeguarding practices as well as requests for international assistance greater than $25,000. The nominations to the representative list are examined by a different body, called Subsidiary Body, comprised of representatives of the State Parties. During 2012-13, the consultative body examined 8 nominations for Urgent Safeguard list, 2 nominations for the Register of Best Safeguarding Practices and 10 cases of international assistance. The total expenditure incurred during the biennium (at the time of the audit in July 2013) was $109,176. The 2003 Convention Secretariat pointed out that relatively lower expenditure is due to more intensive staff inputs that are not accounted.

32.	While the role of the advisory bodies in the 1972 Convention is very extensive and cannot be exactly compared with the work done by the Consultative Body under the 2003 Convention, it appears that the unit cost of assessments by the Advisory Bodies in 1972 Convention was significantly higher. In addition, studies have shown that the Committees often disregard the advice of the advisory bodies when deciding on nominations. The External Auditor of UNESCO in its report on the audit of the Global Strategy and the

PACT initiative also commented on the increasing politicization of the Committee's decisions.

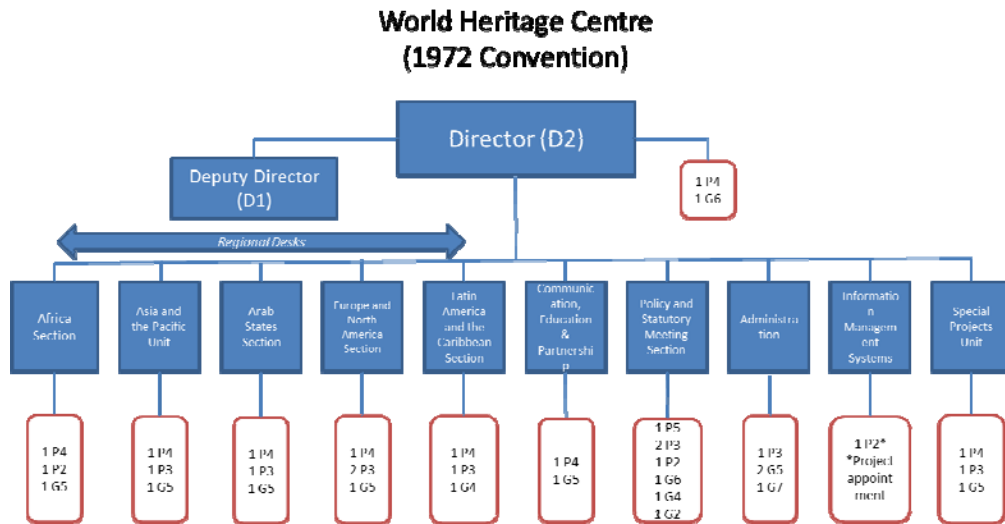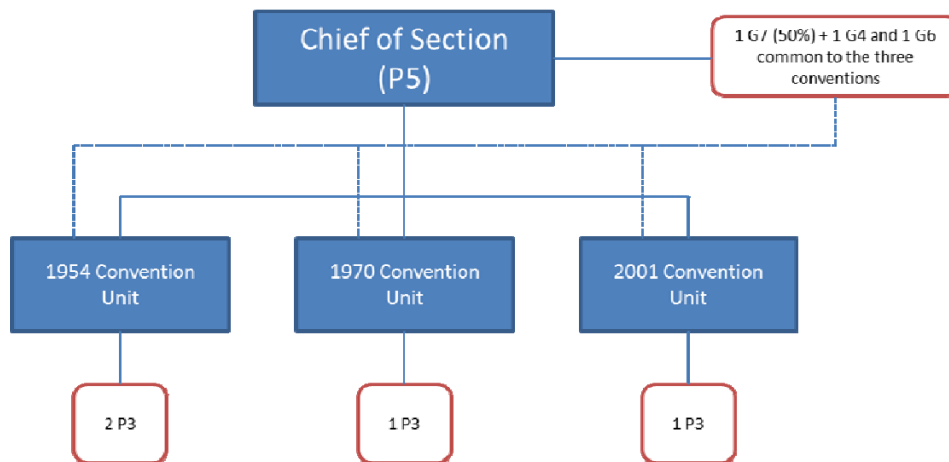| Recommendation 2:	
We recommend that the Convention Secretariats, where applicable, explore more efficient ways of the obtaining advisory services and consider potential chargeback mechanisms to the nominating State Parties and/or earmarked fund and formulate proposals to the respective Governing Bodies for possible economies and financial sustainability in the advisory service fees.	Medium risk
CLT action plan:	
The issue requires further discussions with BFM. Further, given the different meeting schedules of the Governing Bodies of the conventions, the implementation of the recommendation is foreseen by December 2015.	

Issue 4: A common service platform across the Secretariats would bring efficiency gains
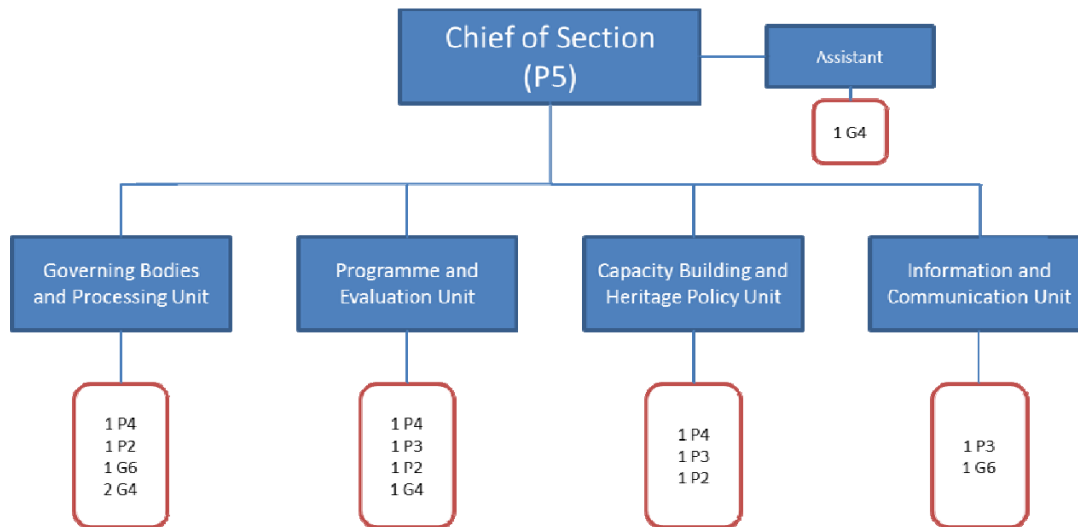
33. Each convention has a separate secretariat, which forms part of the Culture Sector. Convention secretariats vary in sizes and are organised differently. For instance, the 1972 Convention Secretariat is in the World Heritage Centre (WHC) and has the largest secretariat staff. WHC is organized largely on a regional basis. The 2003 Convention is organized on a functional basis. Other convention secretariats have a flat structure given the smaller staff strengths. The organization chart of these convention secretariats are given below.

**World Heritage Centre
(1972 Convention)**

Director (D2)

Deputy Director (D1)

1 P4
1 G6

Regional Desks

Africa Section	Asia and the Pacific Unit	Arab States Section	Europe and North America Section	Latin America and the Caribbean Section	Communication, Education & Partnership	Policy and Statutory Meeting Section	Administration	Information Management Systems	Special Projects Unit
1 P4 1 P2 1 G5	1 P4 1 P3 1 G5	1 P4 1 P3 1 G5	1 P4 2 P3 1 G5	1 P4 1 P3 1 G4	1 P4 1 G5	1 P5 2 P3 1 P2 1 G6 1 G4 1 G2	1 P3 2 G5 1 G7	1 P2* *Project appointment	1 P4 1 P3 1 G5

**Cultural Heritage Protection Treaties Section
(1954, 1970 and 2001 Conventions)**

Chief of Section (P5)

1 G7 (50%) + 1 G4 and 1 G6 common to the three conventions

1954 Convention Unit	1970 Convention Unit	2001 Convention Unit
2 P3	1 P3	1 P3

Intangible Cultural Heritage Section
(2003 Convention)

Chief of Section (P5)

Assistant

1 G4

Governing Bodies and Processing Unit

1 P4
1 P2
1 G6
2 G4

Programme and Evaluation Unit

1 P4
1 P3
1 P2
1 G4

Capacity Building and Heritage Policy Unit

1 P4
1 P3
1 P2

Information and Communication Unit

1 P3
1 G6

Diversity of Cultural Expressions Section
(2005 Convention)

Chief of Section (P5)

1 P4
3 P3
2 P2
1 G6
1 G5
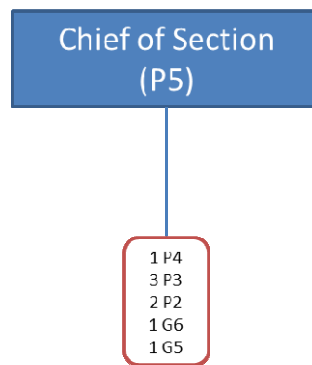
34.   As seen from the organization charts, support services such as IT and Web design & maintenance, communication and meeting logistics are thinly spread across convention secretariats. This results in overlapping of resources and inadequate support service for some of the smaller conventions, e.g. 1970, 1954 and 2001 Conventions. Some efforts have been done with regard to sharing of common resources, e.g. sharing of resources for logistic services. Common support platform servicing all convention secretariats can improve efficiency through increased synergies and economies of scale to deliver better services across the conventions. CLT Sector pointed out that some of the positions relating to common services are financed from extrabudgetary resources thus making it difficult for sharing them across the conventions. This issue can be overcome with an effective chargeback scheme and cost recovery arrangement.

Recommendation 3:

We recommend that CLT Sector expand its common logistics unit to include additional services that add value and provide cost-effective solutions to support the work of all convention secretariats. The platform can function under the guidance of the Cultural Convention Liaison Group (CCLG).

Medium risk

CLT action plan:

A common logistics unit has been in place for some time to coordinate the physical organisation of the meetings of governing bodies. The Sector has proposed to establish a new structure, called the conventions common services unit, effective 1 January 2014, which would undertake such services as well as a range of outreach services such as publications, website, exhibitions, patronage, and coordinating partnerships, including with existing and future category 2 centres, UNESCO Chairs and the private sector.

Issue 5: Need for a coordinated extrabudgetary strategy and resource mobilization team

35.   There are three funding modalities to support the conventions' activities: (1) UNESCO Regular Programme support by way of activity funding and staff resources; (2) dedicated funds for a convention based on either assessed or voluntary contributions from Member States; and (3) other extrabudgetary funding. For the biennium 2012-13, the regular programme budget provided only about half of the total funding for all convention activities. This underscores the importance of the extrabudgetary funding in supporting convention activities.

36.   Given the stagnant and possible decline in regular programme budgetary support to the convention activities, extrabudgetary funds will have to play a greater role in promoting activities to support implementation of the conventions.

37.   Extrabudgetary fundraising has been a challenge for the conventions. As the convention secretariats have relied on traditional donors such as Member States, the donor base is not well diversified. Most of the extrabudgetary funds are from bilateral government sources and are confined to a few State Parties. While some efforts have been made to tap new donor sources, this is yet to show significant results despite the strong potential.

38.   Further, there is very little coordination across the conventions in terms of fundraising efforts. While some conventions or funds supporting the conventions have a formal fund raising strategy and/or dedicated staff for fund raising, smaller convention secretariats like 1970, 2001 and 1954 Secretariats do not have any full-time dedicated fund raising staff, which hampers their fund raising.

39.   Extrabudgetary fundraising efforts can be boosted with a coordinated strategy supported by dedicated team for resource mobilization. A common resource mobilization team serving all convention secretariats would be more cost effective instead of individual fund raising efforts and could reduce the risks and inefficiencies of internal competition among conventions.

Recommendation 4:

We recommend that the CLT Sector, in consultation with BSP/CFS, formulate a coordinated fund raising strategy for all convention secretariats and form a common resource mobilization team.

Medium risk

CLT action plan:

The issue requires further discussions with BSP/CFS. The implementation of the recommendation is foreseen by January 2014.