

Guidelines for World Heritage Technical Evaluation Missions

1 ICOMOS and the World Heritage Convention

ICOMOS is the professional adviser on cultural heritage to the World Heritage Committee: it is one of the Advisory Bodies designated in the 1972 World Heritage Convention. One of its principal functions is the evaluation of nominations made each year to the World Heritage List by States Parties to the Convention.

The *Committee* lays considerable stress on the need for ICOMOS to be as strict as possible in its evaluations, and to make comparative evaluations of properties belong to the same category.

2 Criteria for evaluation

The criteria for evaluation of nominated properties are set out in the *Operational Guidelines for the Implementation of the World Heritage Convention (2 February 2005)*, a copy of which can be found on the CD-ROM enclosed. Each property nominated shall conform with at least one of the following criteria:

- i. represent a masterpiece of human creative genius;
- ii. exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town planning or landscape design;
- iii. bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or has disappeared;
- iv. be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;

- v. be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment, especially when it has become vulnerable under the impact of irreversible change;
- vi. be directly and tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance (the Committee considers that this criterion should preferably be used in conjunction with other criteria);
- vii. contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;
- viii. be outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features;
- ix. in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;
- x. contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.

3 Other requirements

To be deemed of outstanding universal value, a property must also meet the conditions of integrity and/or authenticity and must have an adequate protection and management system to ensure its safeguarding. The following paragraphs summarize the extensive sections of the *Operational Guidelines for the Implementation of the World Heritage Convention* (hereafter referred to as *OG*); they should be read in conjunction with the comments on the role of the ICOMOS expert in Section 6 below.

3.1 Authenticity (OG, paras 79–86)

Depending on the type of cultural heritage and its cultural context, properties may be understood to meet the conditions of authenticity if their cultural values (as recognized in the nomination criteria proposed) are truthfully and credibly expressed through a variety of attributes including:

- form and design;
- materials and substance;
- use and function;
- traditions, techniques, and management systems;
- location and setting;
- language, and other forms of intangible heritage;
- spirit and feeling;
- other internal and external factors.

Attributes such as spirit and feeling do not lend themselves easily to practical applications of the conditions of authenticity, but nevertheless are important indicators of character and sense of place, for example, in communities maintaining tradition and cultural continuity.

The reconstruction of archaeological remains or historic buildings or districts is justifiable only in exceptional circumstances. Reconstruction is acceptable only on the basis of complete and detailed documentation and to no extent on conjecture.

3.2 Integrity (OG, paras 87–91)

Integrity is a measure of the wholeness and intactness of the natural and/or cultural heritage and its attributes. Examining the conditions of integrity therefore requires assessing the extent to which the property:

- includes all elements necessary to express its outstanding universal value;
- is of adequate size to ensure the complete representation of the features and processes which convey the property's significance;
- suffers from adverse effects of development and/or neglect.

For properties nominated under criteria (i) to (vi), the physical fabric of the property and/or its significant features should be in good condition, and the impact of deterioration processes controlled. A significant proportion of the elements necessary to convey the totality of the value represented by the property should be included. Relationships and dynamic functions present in cultural landscapes, historic towns, or other living properties essential to their distinctive character should also be maintained.

For all properties nominated under criteria (vii) to (x), biophysical processes and landform features should be relatively intact. Human activities, including those of traditional societies and local communities, often occur in natural areas. These activities may be consistent with the outstanding universal value of the area where they are ecologically sustainable.

3.3 Protection and management (OG, paras 96–119)

All properties inscribed on the World Heritage List must have adequate long-term legislative, regulatory, institutional, and/or traditional protection and management to ensure their safeguarding. This protection should include adequately delineated boundaries. States Parties should demonstrate adequate protection at the national, regional, municipal, and/or traditional level for the nominated property.

Legislative and regulatory measures at national and local levels should assure the survival of the property and its protection against development and change that might negatively impact on the outstanding universal value, or the integrity and/or authenticity of the property. States Parties should also assure the full and effective implementation of such measures.

The delineation of **boundaries** is an essential requirement in the establishment of effective protection of nominated properties. For properties nominated under criteria (i) to (vi), boundaries should be drawn to include all those areas and attributes which are a direct tangible expression of the outstanding universal value of the property, as well as those areas which in the light of future research possibilities offer potential to contribute to and enhance such understanding.

The boundaries of the nominated property may coincide with one or more existing or proposed protected areas, such as national parks or nature reserves or protected historic districts.

Wherever necessary for the proper conservation of the property, an adequate **buffer zone** should be provided. For the purposes of effective protection of the nominated property, a buffer zone is an area surrounding the nominated property which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the property. This should include the immediate setting of the nominated property, important views, and other areas or attributes that are functionally important as a support to the property and its protection.

Each nominated property should have an appropriate management plan or other documented **management system**, which should specify how the outstanding universal value of a property should be preserved, preferably through participatory means. The purpose of a management system is to ensure the effective protection of the nominated property for present and future generations.

An effective management system depends on the type, characteristics, and needs of the nominated property and its cultural and natural context. Management systems may vary according to different cultural perspectives, the resources available, and other factors. They may incorporate traditional practices, existing urban or regional planning instruments, and other planning control mechanisms, both formal and informal.

Common elements of an effective management system could include:

- a thorough shared understanding of the property by all stakeholders;
- a cycle of planning, implementation, monitoring, evaluation and feedback;
- the involvement of partners and stakeholders;
- the allocation of necessary resources;
- capacity-building;
- an accountable, transparent description of how the management system functions.

Effective management involves a cycle of long-term and day-to-day actions to protect, conserve, and present the nominated property.

In the case of serial properties, a management system or mechanisms for ensuring the co-ordinated management of the separate components is essential.

World Heritage properties may support a variety of ongoing and proposed uses that are ecologically and culturally sustainable. Such **sustainable use** should not adversely impact on the outstanding universal value, integrity and/or authenticity of the property. Furthermore, any uses should be ecologically and culturally sustainable.

4 The evaluation procedure

Nomination dossiers are at the present time received by ICOMOS from the UNESCO World Heritage Centre on 15 March each year. The evaluation process begins with a scrutiny of the dossiers by the ICOMOS World Heritage Secretariat. The next step is the preparation of a provisional evaluation by an advisor. This is based on research and on consultation of experts, with priority given to ICOMOS members, and concentrates on criteria (2. above).

At the same time, experts are selected, as a result of consultation with ICOMOS Officers and National and International Committees, to carry out evaluation visits to the nominated sites. The purpose of these missions is to study on the ground the requirements of the World Heritage Committee relating to authenticity, integrity, conservation, and management (3. above).

Experts are selected by ICOMOS for their understanding and experience in the management of cultural sites, monuments, landscapes, or cities and in practical conservation as well as for their knowledge of the particular region, culture, or category of monument. Their primary duty is not to assess the "outstanding universal value" (the wording of the Convention) of the nominated properties, as defined in criteria (i) to (vi) above: this is the responsibility of the scientific experts. What is expected from site mission experts is their professional opinion on the extent to which these monuments and sites conform with the requirements of authenticity, integrity, protection and management prescribed in the *OG*. If mission experts wish to comment on the cultural values, they are welcome to do so, but this is not central to what is expected from them.

You will find enclosed with these mission guidelines copies of the nomination dossier for the relevant nominated sites that you will be visiting and of other documents from the State Party that may be of assistance to you during your mission.

The reports of site missions on authenticity and management and the results of consultations with ICOMOS International Scientific Committees and other specialized bodies such as TICCIH (The International Committee for the Conservation of the Industrial Heritage), IFLA (International Federation of Landscape Architects) through the ICOMOS ISC on Historic Gardens and Cultural Landscapes, and with individual academic experts on the cultural values, are incorporated into detailed evaluations. These are submitted to the ICOMOS World Heritage Panel (composed of the Officers, the members of the Executive Committee, and invited experts) at a meeting at the beginning of January each year, at which the collegiate ICOMOS recommendations are agreed, for eventual submission to the World Heritage Committee.

5 Logistic arrangements

Arrangements for the missions are made with the competent authorities in the States Parties by the ICOMOS World Heritage Secretariat in Paris. For each mission an outline programme is prepared, which provides for meetings with the appropriate authorities and visits to the sites.

ICOMOS will already have notified you in its letter inviting you to undertake the mission of the general conditions relating to the object of the mission, travel arrangements, and expenses.

The Paris Secretariat will also have notified the Permanent Delegate to UNESCO of the relevant State Party that you will be carrying out the technical evaluation mission on its behalf. The Secretariat will inform you of the appropriate official(s) in the country whom you should contact in order to arrange the detailed programme of your visit. The host country will undertake responsibility for reserving accommodation for you at the level you request and for the details of your itinerary; you will be responsible for paying your own hotel and other charges.

The Secretariat will also have notified the ICOMOS National Committee (where one exists) in the country of your visit (see 10. below).

Should you have any difficulties in contacting the designated official or in finalizing the details of your visit, you should immediately contact Regina Durighello or Gwenaëlle Bourdin at the ICOMOS Paris Secretariat (telephone: +33.1.45.67.67.70; fax: +33.1.45.66.06.22; e-mail: durighello@icomos.org / bourdin@icomos.org).

ICOMOS does not take out travel insurance for its experts, and so you should make your own arrangements for cover in respect of sickness, accident, or loss during the mission (including travel to and from the property that you are evaluating.

6 The role of the ICOMOS expert

Your mission to the nominated site or sites forms part of the evaluation process carried out by ICOMOS at the request of the World Heritage Committee, described above.

6.1 Cultural values

The primary objective of your mission is not to comment on the "outstanding universal value" since the Secretariat will already have sought written opinions from specialists in the respective fields covered by the nominations (see 4. above). You can, however, assist the Secretariat with this aspect of its evaluation in two ways:

- i by examining the logic of the nomination, ie the rationale underlying the choice of site: does the geographical entity proposed correspond adequately with the reasons put forward for nomination? are there contiguous or adjacent sites that might profitably and logically be added to the nomination? etc;
- ii by commenting on the importance of the property in question in relation to others of apparently comparable importance or interest, both in the State Party and elsewhere in the geocultural region concerned.

6.2 Authenticity, protection, and management

The main purpose of your mission is to focus on those aspects for which the written information provided by the State Party may be inadequate and where up-to-date first-hand comments are needed, relating to authenticity, integrity, protection and management. You should therefore expect to spend the major part of your mission, both in meetings and on site, discussing these aspects with those who can put authenticity considerations into the context of the property's values and with those with direct, hands-on experience in the management and conservation issues and problems relating to the property under review.

The subject of **authenticity** is a complex one. The required level of authenticity of design, materials, and workmanship in a single monument is greater than that demanded of an entire historic town centre, where authenticity of use and place becomes more critical. There are also differences of perception of authenticity between cultures and regions. Some flexibility is needed in the application of the stricter provisions of the Venice Charter; the Nara Declaration (which forms Annex 4 of the *OG*) gives a more practical indication of current thinking. It is difficult to lay down specific criteria for judging authenticity in this context: it is hoped that ICOMOS experts will interpret it sympathetically and in relation to the special circumstances of individual nominated sites and monuments and of different cultural attitudes to conservation and restoration.

In the case of cultural landscapes in particular, but with general relevance to all types of cultural property, you should also take account of the comments relating to the conditions of **integrity** (see 3.2 above).

It is recognized that perceptions and definitions of authenticity differ widely, according to the type of cultural property and to regional cultural traditions. It would be helpful therefore if you could qualify your comments by outlining the point of view of the relevant heritage authorities as well as your personal stance in this matter.

Adequate **legal protection** is fundamental. Nomination dossiers usually contain abundant information about legislation at various administrative levels and its application to the nominated properties. It is essential that this aspect should be explored in depth by ICOMOS experts with the relevant authorities, so as to judge the effectiveness of the legal protection in general and with reference to the property in question.

Management is also an important factor in decision-making by the World Heritage Committee, and States Parties are expected to provide evidence of the existence of management plans when making nominations. Once again, documentation is usually provided; however, for a balanced evaluation to be made it is essential that the structure and implementation of management plans or other mechanisms are discussed with the relevant authorities at all levels on site. It is, of course, recognized that "management" may be interpreted in different ways, according to the nature of the property being evaluated. The term "management plan" needs to be translated in the case of historic towns, for example, as "urban plan" or its equivalent. Cultural landscapes, especially those relating to a continuing organic landscape, may be regulated by means of regional or area plans, or even national planning legislation, whilst others may be regulated by means of traditional systems and practices.

Another important aspect that must be considered relates to the boundaries of the proposed World Heritage monument or site: do they make sense in terms of values and of management?

The Committee is also insistent on there being a **buffer zone** around each property on the World Heritage List. These are intended to preserve the settings of monuments and historic centres, so as to avoid their being dwarfed or otherwise adversely impacted by unsuitable projected contemporary development. These are usually indicated in nomination dossiers; it is important that you should satisfy yourself on the ground about the viability and effectiveness of such zones. In the case of large cultural landscapes, buffer zones are less important: experts should nonetheless satisfy themselves that there are no major construction projects immediately outside the nominated area and visible from within which may detract from its integrity or visual qualities.

It is particularly important in the case of cultural landscapes to study the potential impact of mining projects in their vicinity, and especially any which lie upstream of rivers passing through or around the nominated area. Accidental release of contaminated mine tailings may result in catastrophic damage to landscape values many kilometres away.

Effective **conservation** is intrinsic in all aspects of authenticity, protection, and management. Reports should therefore provide comments on the quality and nature of conservation and restoration interventions, reconstructions (where appropriate, and in association with comments on authenticity), maintenance and monitoring programmes, internal and external conservation expertise available, etc.

It should be borne in mind that missions provide a unique opportunity for a dialogue to develop between individual experts and those responsible for the conservation and management of cultural properties who were hitherto unknown to one another. Such a dialogue can be fruitful for both parties, since they will be able to compare and share their common experiences and interests.

The impact of **tourism** on cultural sites and monuments, and especially those that have not hitherto received large numbers of visitors, may be profound, and sometimes harmful to the values for which a property might be inscribed on the World Heritage List. It is very important therefore that every World Heritage site or monument should have a well formulated tourism management plan suitable for the anticipated increase in visitor numbers and new demands for facilities.

6.3 General

Your work will be facilitated by reference to a number of site-specific and general documents:

- i the nomination document prepared by the State Party in conformity with the provisions of the *OG*, a copy of which is enclosed with these guidelines. Nomination dossiers often contain a large amount of supporting material and large-scale plans and drawings which have not been copied owing to financial and other constraints. Should you nevertheless feel that it is essential for you to have copies of such items which are referred to in the nomination form, please contact the Secretariat.
- ii background documents, which are available on request from the ICOMOS Secretariat: eg publications of the UNESCO World Heritage Centre, such as the map showing World Heritage sites, the *World Heritage Newsletter*, etc.
- iii publications on the sites available at the UNESCO-ICOMOS Documentation Centre located at the ICOMOS International Secretariat (online database on the ICOMOS website: www.icomos.org).

The advisor in charge of the writing of the draft evaluation could contact you before or after the undertaking of the mission to request clarification on the nominated property.

You have been selected for this mission because of ICOMOS's belief that your personal professional skills and experience are well suited to the evaluation of this particular site or sites. In addition to the formal requirements set out above, the ICOMOS Panel hopes that you will also share with them the general views and perceptions suggested by your intuition and experience in the course of the mission. The ICOMOS evaluation process is one that involves building a consensus among many

experts with different fields of experience and expertise, and all of your observations will be of value at various stages of this complex process.

If you have any questions about the interpretation of these remarks or their application to the circumstances of your specific mission, please contact Regina Durighello or Gwenaëlle Bourdin, at the Paris Secretariat.

7 Joint missions

Each year several sites are nominated for both their cultural and their natural values: these are known as “mixed sites.” Responsibility for their evaluation is shared by the two Advisory Bodies – ICOMOS for the cultural heritage and IUCN for the natural heritage. In such cases both Advisory Bodies will send technical evaluation missions and prepare recommendations. Wherever possible, joint missions are organized by the two Advisory Bodies. In addition, it may be decided to send joint ICOMOS/IUCN missions to evaluate certain cultural landscapes, following discussions between the two Advisory Bodies.

The coordination and organization of these visits is handled by the ICOMOS World Heritage Secretariat in Paris, in collaboration with its counterparts at the IUCN Headquarters in Gland (Switzerland).

In the case of mixed sites, there may be individual evaluations and recommendations relating to cultural and natural values respectively, whilst in others a joint submission may be prepared for the World Heritage Committee. The decision is based on the degree of interdependence between the two aspects of heritage. In the case of cultural landscapes, however, joint submissions are always prepared to be presented by ICOMOS.

It is very important that there should be close consultation between the experts from the two Advisory Bodies, both during the missions and in the preparation of reports and recommendations.

8 Relations with the State Party and its representatives

The role of ICOMOS in relation to the World Heritage Committee is that of a non-governmental organization (NGO) in a wholly independent advisory capacity. It is imperative, therefore, that as the representative of ICOMOS you maintain both the actuality and the perception by your hosts of the organization's strict impartiality throughout your visit.

The representatives of the State whom you meet during your mission should fully understand the role of ICOMOS and its relationship to UNESCO and the World Heritage Committee. There is often some confusion, resulting in ICOMOS representatives being introduced and treated as UNESCO experts. You must take the opportunity at the beginning of your mission to explain the true relationship between ICOMOS and UNESCO, and ensure that this is made clear to everyone with whom you come in contact throughout your mission. On request, the Secretariat can provide you with documentation and a power point presentation on the topic. Always emphasize that you represent ICOMOS in its role as an autonomous non-governmental organization, and the independent Advisory Body to the World Heritage Committee on all matters relating to the cultural heritage, and not UNESCO, whose role is to provide the secretariat to the Committee.

The financial conditions of your mission will have been agreed upon in advance between ICOMOS and the State Party concerned, and these will have already have been indicated to you. Generally speaking, these imply your covering all direct costs (travel, accommodation) associated with your visit, for which you will receive a *per diem* allowance and reimbursement for your travel costs. If for unforeseen and unavoidable reasons you are obliged to exceed this allowance, please submit a separate invoice, setting out the reasons for your claim.

Your latitude of action when dealing with the State Party will be limited in the sense that you are asked to refrain from making direct recommendations to the State Party, neither for changing the boundaries or the name of the site, nor any other recommendation that has an impact on the definition of the nominated property. Such recommendations may not be approved by the ICOMOS World Heritage Panel and could therefore cause embarrassment for ICOMOS as well as the State Party.

Please clearly state any recommendations of this kind only in your mission report. Should these recommendations be approved by the ICOMOS World Heritage Panel, the ICOMOS International Secretariat will directly inform the State Party.

9 Ethical considerations

You should avoid receiving any substantial benefits in kind from the State Party, such as elaborate and expensive gifts or lavish entertainment. You will need to exercise a considerable measure of tact and discretion in this respect so as to maintain the required level of impartiality and detachment. It should be borne in mind that in certain countries declining hospitality may be interpreted as discourtesy. You must exercise your own judgment in deciding the acceptable limits.

It is imperative that your mission should at all times maintain a low profile in relation to the press and other media. *Do not on any account give interviews or make public statements.* You should also on no account inform your hosts of the likely nature of your eventual report and recommendations: you should explain that your mission forms only one part of the comprehensive evaluation process and that all decisions and recommendations are made by the ICOMOS World Heritage Panel (see also “Confidentiality” below).

Please note that a “Policy for the implementation of the ICOMOS World Heritage Mandate” has been approved by the ICOMOS Executive Committee in January 2006 (see the attached document).

10 The ICOMOS National Committee

It is the practice of ICOMOS to notify relevant National Committees of nominations made by their Governments. They are also informed of the names of experts invited to carry out technical evaluation missions. Wherever possible, arrangements will be made for experts to meet representatives of National Committees, who will be able to provide valuable insights into the management and conservation of sites that may not be available from official sources. The role of National Committees in this process is one of support for the work of ICOMOS, in relations with the State Party and with the expert, and of background advice. For obvious reasons, the opinions of the National Committee regarding nominated properties do not play a role in decision-making on the part of the ICOMOS World Heritage Panel.

11 The evaluation report

The report of the technical evaluation mission is an essential component of the initial stages of the overall evaluation process, since it serves to guide the ICOMOS World Heritage Panel in preparing its recommendations to the World Heritage Committee. Members of the Panel may be acquainted with the site in question, but your report provides an up-to-date analysis of the current state of conservation and management.

There is no set format or length for evaluation reports in view of the considerable diversity of cultural properties nominated for the World Heritage List. A report which follows the sequence of the areas listed above, with your recommendations and, where necessary, additional comments, is likely to be suitable for most properties. In certain cases alternative forms of organization and presentation of reports may be more appropriate. The decision is a matter for your personal judgment: so long as the main points are addressed, considerable latitude will be allowed in report formats and contents. ICOMOS would, however, urge

succinctness on its experts; there is no need, for example, to recapitulate information relating to the cultural and historical significance of the property that is already set out in the nomination documents.

However, you will receive a template of a mission report together with the documentation on the nominated property.

Your recommendations should be clear and specific in order to assist the ICOMOS World Heritage Panel in its deliberations. They should either confirm the validity of the information set out in the nomination dossier or challenge it. In the latter case your reservations should be expressed clearly and unambiguously. They may, for example, be based on the lack of essential information or on the existence of a substantial problem relating to authenticity, conservation, or management which puts the nomination in jeopardy. You should also indicate whether you feel that your reservations are fundamental to the inscription of the property on the World Heritage List, in which case ICOMOS may recommend rejection of the nomination, or deferral until appropriate action has been taken by the State Party concerned (eg the formulation and implementation of a management plan, the removal of inappropriate modern structures, etc). If, however, your comments and reservations are relatively minor in character and do not prejudice eventual inscription once the necessary information has been supplied or corrective action has been taken, ICOMOS may refer its proposal back to the State Party, with the intention of eventual inscription on the World Heritage List.

For your information, an example of the expert mission report on a property similar to that which you are visiting is enclosed. It should be stressed, however, that this is intended to indicate the nature of the information required and not necessarily the precise format or length.

In addition to forming the basis for decision-making by the ICOMOS World Heritage Panel, your report will become part of the permanent archive for the site or sites, which is maintained in the ICOMOS/UNESCO Documentation Centre in Paris. As such, it will play an important role in subsequent monitoring work (provided that the property is inscribed on the World Heritage List) and will be used by heritage managers, officials, conservation professionals, scholars, and others for a variety of purposes in the years to come. It is hoped, therefore, that it will be as complete as possible. A report of between six and ten A4 pages may be considered to be appropriate (excluding graphic materials such as maps, plans, photographs, and slides).

We would be pleased to receive together with your mission report the authorization form duly completed for your photos' copyright.

A copy of the ICOMOS evaluation and recommendations relating to the property upon which you have reported will be sent to you after the meeting of the World Heritage Committee in June, together with the decision taken by the Committee. Your comments will be welcomed by the Secretariat.

12 Confidentiality

In the first instance your report will be confidential to ICOMOS, and will be used in preparing the evaluation and recommendations to be submitted to the World Heritage Committee. ICOMOS mission reports will only be communicated to State Parties at the request of the World Heritage Committee and with the consent of the expert concerned.

Experts are asked to avoid, if possible, all contact with the media. Under no circumstances should the experts give an interview with the press or agree to be filmed during the mission.

UNDER NO CIRCUMSTANCES SHOULD YOU COMMUNICATE THE REPORT OR ITS CONCLUSIONS TO THE STATE PARTY NOMINATING THE PROPERTY. IT IS ESPECIALLY IMPORTANT THAT YOU SHOULD NOT INDICATE WHETHER YOU ARE RECOMMENDING INSCRIPTION ON THE WORLD HERITAGE LIST OR NOT, SINCE ICOMOS RECOMMENDATIONS TO THE WORLD HERITAGE COMMITTEE ARE COLLECTIVE DECISIONS OF THE ICOMOS WORLD HERITAGE PANEL. PLEASE REMAIN NONCOMMITTAL IN ANY COMMENTS, WHETHER ORAL OR WRITTEN, THAT YOU MAKE TO YOUR HOSTS EITHER DURING OR AFTER YOUR MISSION.

13 Submission of the report

Your report must reach the ICOMOS Secretariat in Paris within **15 days after your return from mission**. Because of the tight timetable to which ICOMOS has to adhere, it will be discussed by the ICOMOS World Heritage Panel a very short time after the specified date, and the minimum practical time for its copying and distribution has been taken into account in deciding that date. The Secretariat cannot permit any extension to this deadline: if it is not received in time it cannot be considered by the Panel and ICOMOS may decide that it cannot assume full responsibility for the costs incurred by you.

The text of the report should be sent to Regina Durighello and/or Gwenaëlle Bourdin immediately upon completion, by fax or e-mail. The original report and illustrations (hard copy and electronic version) should follow as quickly as possible by mail. This should be accompanied by an invoice for your fee(s) for report preparation and expenses. Original receipts are required for travel claims (air/train/bus/taxi), but *per diem* expenses will be paid automatically at the levels agreed before the mission with the ICOMOS Secretariat without the need to submit invoices (unless the total expenditure exceeds the allocated *per diem*, as indicated above).

Where travel expenses and *per diem* payments have been paid in advance by ICOMOS, however, a full statement, with invoices, should be provided.

Because of the UNESCO funding arrangements for the ICOMOS work on World Heritage and chronic problems in the ICOMOS cashflow situation, there may be delays of up to one month in making payments to experts in respect of charges for report preparation and reimbursement of expenses. It is hoped that ICOMOS members will understand the problems involved in funding this costly operation. Every effort will be made to make payments with the minimum delay.

14 Conclusion

The process of creating an efficient procedure for the work of ICOMOS in this field is an on-going one. Any suggestions that you would like to offer relating to the procedures based on your experience on mission will be greatly welcomed. They should be sent to the ICOMOS World Heritage Project Director (Regina Durighello) at the Paris headquarters.

June 2008