ANNEX 1: TERMS OF REFERENCE

World Heritage Component Programme for 2013-16. IUCN senior management (primarily Programme Directors) and the World Commission of Protected Areas

3. To assess the organisational capacity of the Programme

In particular the following questions will be looked into:

- Does the Programme benefit from adequate strategic leadership?
- Do the Programme governance and operating structures facilitates performance?
- Does the Programme have sufficient and skilled human resources to successfully implement its programme?
- Does the Programme have sufficient and well managed financial resources to successfully implement its programme?
- What is the Programme current capacity in terms of mobilising the union (working with and deli16(n)-11(g)]TJ 0 Tc 0 Tw -30.3b.fkirJ 00.337 -2d 1 Tf 0. w -30.3-30.1 IU(l)Clae

A mapping of the Project intervention logic

A refined methodology and a draft evaluation matrix

An Action Plan will be developed with the

ANNEX 2: PROTOCOLS

Protocol for IUCN staff

1. Please describe your working relationship with the World Heritage Programme

2. Relevance

Please indicate the extent to which you agree with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
2.1 The work of the IUCN World Heritage Programme is highly relevant to the World Heritage Convention	†	†				

3.16 Comments (please reference the question)

Efficiency and Cost -effectiveness

4.3 What value do you see in the volunteer contributions of the World Commission on Protected Areas and the Species Survival Commission?

Note: we cover more aspects of efficiency through the organizational aspects section (next)

5. Organizational aspects

Please note that individual protocols exist for:

- World Heritage Programme Staff
- The Director General, Deputy Director General/Managing Director, Global Director Biodiversity Conservation Group and the Director, Global Programme on Protected Areas
- Chair, Vice Chair (World Heritage) for WCPA, Chair, SSC
- Regional World Heritage Focal Points

And should be used during the same interview as this protocol

6. Impact

6.1 In what ways do you see that World Heritage sites are beneficial for biodiversity conservation?

6.2 Do you see World Heritage as a “flagship” example of protected areas? What does this mean for protected areas work more generally?

6.3 What would be the implication for the World Heritage Convention of IUCN not working on World Heritage?

7. Looking forward

7.1 How do you see the World Heritage Convention evolving in the next ten years? What role do you see for IUCN?

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Protocol for external stakeholders

1. Please describe your wo rking relationship with the World Heritage Programme

2. Relevance

Please indicate the extent to which you agree with the following statements:

Strongly agree	Agree	Neither agree nor

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
3.5 The IUCN World Heritage Programme's guidelines on nominations, Outstanding Universal Value and WH management and planning are very useful knowledge products	†	†	†	†	†	†

ANNEX 3 : SURVEY

ANNEX 4: BIBLI OGRAPHY

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