

Distribution limited

## **Ninth session**

### **Intergovernmental Council for the Information for All Programme**

30-31 May 2016

UNESCO House, Paris (Fontenoy Building, Room XI)

9.30 a.m. -12.30 p.m. and 2.30 p.m.-5.30 p.m.

#### **Item 8 of the provisional agenda**

**Improving modalities for involving Member States  
and other stakeholders in the activities of IFAP**

- (a) Review of the IFAP Statutes
- (b) governance audit and the implications for IFAP

## **Draft proposal for changes in the Statutes of IFAP <sup>1</sup>**

### **Preamble**

The intergovernmental Information for All Programme (IFAP) was established in 2001 as the successor to the General Information Programme (PGI) and the International Informatics Programme (IIP). As an Intergovernmental Council comprised of experts from 26 Member States elected by the General Conference on the principle of geographical representation, IFAP provides a platform for international policy discussions, cooperation and the development of guidelines for action in the area of access to information and knowledge.

IFAP also serves a think tank, providing advice in its six Priority Areas (Information for Development, Information Literacy, Information Preservation, Information Ethics, Information Accessibility and Multilingualism) to the Director General in the formulation and implementation of UNESCO's Regular Programme and Medium-term Strategy. UNESCO, as the leading UN Agency with a mandate for promoting access to, preservation of, and the development of quality information, especially information in the public domain, therefore benefits from IFAP's expertise. IFAP covers several of the key issues of civilization, namely information and knowledge its organization and role as a source of social transformation in an emerging digital world. These issues have high trans-sectoral (transversal) significance for UNESCO's programmatic work.

Given the shortage of infrastructural support and resources, IFAP relies on the strong, voluntary, personal commitment and engagement of the experts elected to the Council, Bureau, Working Groups and National IFAP Committees. An important aspect of this engagement involves the development of cooperative linkages with relevant academic, civil society, intergovernmental, private sector and professional institutions as well as eminent individuals. In addition to their technical and policy efforts members of the IFAP network along with UNESCO's IFAP Secretariat contribute to visibility and fund-raising efforts at the national, regional and international levels in order to advance IFAP's mission.

Each Working Group focuses on a specific Priority Area. By continually surveying the situation in their respective areas, the Working Groups contribute to international cooperation, the development and dissemination of policy resources and tools that ensuring competent and timely responses in a rapidly evolving environment. IFAP disseminates standards and recommended practices through National IFAP Committees and organizes communication and international discourse through special events. By studying the most urgent challenges and global trends of the information society, IFAP is also spotting deficiencies and still uncovered fields with the intention to stimulate cooperation and launch research aimed at identifying feasible solutions. At present, IFAP is the only international programme that seeks to respond to the challenges resulting from the rapid development of the digital world in an interdisciplinary and holistic manner. In several areas, such as Information Ethics and Multilingualism in Cyberspace, IFAP has and continues to play a pioneering and leading role.

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<sup>1</sup> The draft proposals presented reflect the earlier amendments introduced by the Working Group established for this purpose co-chaired by Austria and Brazil and reflections of the Council, Bureau and Member States during the Governance Audit of UNESCO's intergovernmental and other subsidiary bodies of the General Conference.

## PROPOSED AMMENDMENTS OF THE IFAP STATUTES

Current Version	Proposed Version
<p><b>Article 1 –Establishment</b></p> <p>1. An Intergovernmental Council for the Information for All Programme, hereafter called the Council, is hereby established within the United Nations Educational, Scientific and Cultural Organization (UNESCO).</p>	<p><b>Article 1 –Establishment</b></p> <p>2. An Intergovernmental Council for the Information for All Programme, hereafter called the Council, is hereby established within the United Nations Educational, Scientific and Cultural Organization (UNESCO).</p>
<p><b>Article 2 - Membership</b></p> <p>1. The Council shall be composed of twenty-six Member States of UNESCO elected by the General Conference taking into account the need to ensure equitable geographical distribution and appropriate rotation.</p>	<p><b>Article 2 - Membership</b></p> <p>2. The Council shall be composed of twenty-six Member States of UNESCO elected by the General Conference taking into account the need to ensure equitable geographical distribution and appropriate rotation.</p>
<p>3. The persons appointed by Member States as their representatives on the Council shall preferably be specialists in the fields covered by the Information for All Programme.</p>	<p>3. The persons appointed by Member States as their representatives on the Council shall preferably be specialists in the fields covered by the Information for All Programme.</p>
<p>4. The term of office of members of the Council shall extend from the end of the ordinary session of the General Conference during which they are elected until the end of its second subsequent ordinary session.</p>	<p>4. The term of office of members of the Council shall extend from the end of the ordinary session of the General Conference during which they are elected until the end of its second subsequent ordinary session.</p>
<p>5. Notwithstanding the provision of paragraph 2, the term of office of thirteen members designated at the first election shall cease at the end of the first ordinary session of the General Conference following that at which they were elected. These members shall be chosen by lot by the President of the General Conference after the first election. Each retiring member shall be replaced by a member belonging to the same regional group.</p>	<p>5. Notwithstanding the provision of paragraph 2, the term of office of thirteen members designated at the first election shall cease at the end of the first ordinary session of the General Conference following that at which they were elected. These members shall be chosen by lot by the President of the General Conference after the first election. Each retiring member shall be replaced by a member belonging to the same regional group.</p>
<p>6. Members of the Council shall be immediately eligible for re-election.</p>	<p>6. Members of the Council shall be immediately eligible for re-election</p>
<p>7. The Council may make recommendations to the General Conference concerning its own membership.</p>	<p>7. The Council may make recommendations to the General Conference concerning its own membership.</p>

<p><b>Article 3 - Sessions</b></p> <p>1. The Council shall normally meet in regular plenary session once every two years. However, the Council may meet in extraordinary session at the request of the Director-General or of the majority of its members.</p>	<p><b>Article 3 - Sessions</b></p> <p>1. The Council shall normally meet in regular plenary session once every two years. However, the Council may meet in extraordinary session at the request of the Director-General or of the majority of its members.</p>
<p>2. During the first three years of existence of the Information for All Programme, the Council should meet every year.</p>	<p>2. During the first three years of existence of the Information for All Programme, the Council should meet every year.</p>
<p>3. The Council will be entitled to hold virtual meetings.</p>	<p>3. The Council will be entitled to hold virtual meetings.</p>
<p><b>Article 4 - Rules of Procedure</b></p> <p>1. The Council shall adopt its own Rules of Procedure including those for virtual meetings.</p>	<p><b>Article 4 - Rules of Procedure</b></p> <p>1. The Council shall adopt its own Rules of Procedure including those for virtual meetings</p>
<p>2. Under its Rules of Procedure, the Council may establish whatever working groups it considers appropriate, provided that the necessary financial resources are available, the Bureau being considered as a subsidiary body of the Council.</p>	<p>2. Under its Rules of Procedure, the Council may establish whatever working groups it considers appropriate, provided that the necessary financial resources are available, the Bureau being considered as a subsidiary body of the Council</p>
<p><b>Article 5 - Functions</b></p> <p>1. Within the framework of the decisions of the General Conference concerning the Information for All Programme , the Council shall guide its planning and implementation. This shall, in particular, include:</p>	<p><b>Article 5 – Functions</b></p> <p>1. Within the framework of the decisions of the General Conference concerning the Information for All Programme , the Council shall guide its planning and implementation. This shall, in particular, include:</p>
<p>(a) considering proposals on the development and adaptation of the Information for All Programme;</p>	<p>(a) considering proposals on the development and adaptation of the Information for All Programme;</p>
<p>(b) recommending the broad lines of action that the Information for All Programme could take;</p>	<p>(b) recommending the broad lines of action that the Information for All Programme could take;</p>
<p>(c) reviewing and assessing achievements and defining the basic areas requiring increased international co-operation;</p>	<p>(d) reviewing and assessing achievements and defining the basic areas requiring increased international co-operation <i>and formulating recommendations to strengthen it in the framework of the Information for All Programme;</i></p>

(e) promoting participation of Member States in the Information for All Programme ;	(d) promoting participation of Member States in the Information for All Programme ;
	<i>(e) making any necessary proposals for coordinating the Information for All Programme with those conducted by all the international organizations concerned;</i>
	<i>(f) assisting in the development of regional and national projects related to the Information for All Programme;</i>
(f) supporting all fund raising efforts for the implementation of the Information for All Programme.	(g) supporting all fund raising efforts for the implementation of the Information for All Programme.
<b>Article 6 - Bureau</b> 1. At the beginning of its first session, and subsequently whenever the membership of the Council is modified by the General Conference in accordance with Article 2 above, the Council shall elect a Chairman, three Vice-Chairmen, three other members and a Rapporteur; these shall form the Council's Bureau.	<b>Article 6 - Bureau</b> 1. At the beginning of its first session, and subsequently whenever the membership of the Council is modified by the General Conference in accordance with Article 2 above, the Council shall elect a Chairman, three Vice-Chairmen, three other members and a Rapporteur; these shall form the Council's Bureau.
	<i>2. The functions of the Bureau shall include: (a) to appraise, select and approve projects to be funded by the IFAP special funds subject to the availability of resources; (b) to make recommendations for the organization of the work of the Council; (c) to ensure the effective implementation of the resolutions of the Council; (d) to raise, with the collaboration of the Secretariat, extrabudgetary sources of financing for the activities of the Programme.</i>
2. The members of the Bureau who are representatives of Member States of UNESCO shall remain in office until a new Bureau has been elected.	3. The members of the Bureau who are representatives of Member States of UNESCO shall remain in office until a new Bureau has been elected.
3. The Bureau shall discharge such duties as the Council may confer upon it.	4. The Bureau shall discharge such duties as the Council may confer upon it.
4. Meetings of the Bureau may be convened between meetings of the Council at the request of the Council, or of the Director-General of UNESCO or of the majority of the members of the Bureau.	5. Meetings of the Bureau may be convened between meetings of the Council at the request of the Council, or of the Director-General of UNESCO or of the majority of the members of the Bureau.

	<i>6. Invitations to attend, as observers, the meetings of the Bureau, and their agenda and documentation, shall be transmitted, in a timely manner, to all Members of the Intergovernmental Council.</i>
5. The Bureau will be entitled to hold virtual meetings.	7. The Bureau will be entitled to hold virtual meetings.
<b>Article 7 – Observers</b> 1. Member States and Associate Members of UNESCO, which are not members of the Council, may send observers to all meetings of the Council or its working groups, except meetings of the Bureau	<b>Article 7 – Observers</b> 1. Member States and Associate Members of UNESCO, which are not members of the Council, may send observers to all meetings of the Council or its working groups, except meetings of the Bureau
2. Representatives of the United Nations and other organizations of the United Nations system may take part, without the right to vote, in all meetings of the Council and its working groups, except meetings of the Bureau.	2. Representatives of the United Nations and other organizations of the United Nations system may take part, without the right to vote, in all meetings of the Council and its working groups, except meetings of the Bureau.
3. The Council shall lay down the conditions under which other international governmental or non-governmental organizations may be invited to participate in its proceedings without the right to vote. The Council shall also lay down the conditions under which certain particularly wellqualified persons might be consulted on matters within their competence.	3. The Council shall lay down the conditions under which other international governmental or non-governmental organizations may be invited to participate in its proceedings without the right to vote. The Council shall also lay down the conditions under which certain particularly wellqualified persons might be consulted on matters within their competence.
<b>Article 8 - Secretariat</b> 1. The Secretariat of the Council shall be provided by the Director-General of UNESCO, who shall place at the Council's disposal the staff and other means required for its operation.	<b>Article 8 - Secretariat</b> 1. The Secretariat of the Council shall be provided by the Director-General of UNESCO, who shall place at the Council's disposal the staff and other means required for its operation.
2. The Secretariat shall provide the necessary services for the sessions of the Council and meetings of its subsidiary bodies.	2. The Secretariat shall provide the necessary services for the sessions of the Council and meetings of its subsidiary bodies.
3. The Secretariat shall fix the date of the Council's sessions in accordance with the Bureau's instructions, and shall take the steps required to convene such sessions.	3. The Secretariat shall fix the date of the Council's sessions in accordance with the Bureau's instructions, and shall take the steps required to convene such sessions.
4. The Secretariat shall assemble all suggestions and comments made by Member States of	4. The Secretariat shall assemble all suggestions and comments made by Member
UNESCO and the international organizations concerned, with regard to UNESCO's Information for All Programme as a whole and the formulation of specific projects, and shall prepare them for examination by the Council.	States of UNESCO and the international organizations concerned, with regard to UNESCO's Information for All Programme as a whole and the formulation of specific projects, and shall prepare them for examination by the Council.

<p><b>Article 9 - Funding</b></p> <p>1. The servicing expenses of the Council, its Bureau and its working groups shall be covered by an appropriation voted for this purpose by the General Conference of UNESCO.</p>	<p><b>Article 9 - Funding</b></p> <p>1. The servicing expenses of the Council, its Bureau and its working groups shall be covered by an appropriation voted for this purpose by the General Conference of UNESCO.</p>
<p>2. Member States shall bear the expenses of the participation of their representatives in sessions of the Council, its Bureau and working groups with the exception of representatives of Least Developed Countries (LDC) whose expenses shall be covered by an appropriation voted for this purpose by the General Conference of UNESCO.</p>	<p>2. Member States shall bear the expenses of the participation of their representatives in sessions of the Council, its Bureau and working groups with the exception of representatives of Least Developed Countries (LDC) whose expenses shall be covered by an appropriation voted for this purpose by the General Conference of UNESCO.</p>
<p>3. Voluntary contributions to the Information for All Programme may be accepted and established as trust funds, in accordance with the Financial Regulations of UNESCO, and administered by the Director-General</p>	<p>3. Voluntary contributions to the Information for All Programme may be accepted and established as trust funds, in accordance with the Financial Regulations of UNESCO, and administered by the Director-General.</p>
<p><b>Article 10 - Reporting</b></p> <p>1. The Director-General shall submit to the Council, at each of its sessions, a report on the implementation of the Information for All Programme.</p>	<p><b>Article 10 - Reporting</b></p> <p>1. The Director-General shall submit to the Council, at each of its sessions, a report on the implementation of the Information for All Programme.</p>
<p>2. The Director General shall submit to the General Conference at each of its sessions, through the Executive Board, a report on the implementation of the Programme particularly as it relates to the activities of other UNESCO programmes and of other members of the UN system, other intergovernmental organizations, as well as non-governmental organizations.</p>	<p>2. The Director General shall submit to the General Conference at each of its sessions, through the Executive Board, a report on the implementation of the Programme particularly as it relates to the activities of other UNESCO programmes and of other members of the UN system, other intergovernmental organizations, as well as non-governmental organizations.</p>
<p>3. The Council shall re submit to the General Conference, at each of its sessions, a report on its activities.</p>	<p>3. The Council shall re submit to the General Conference, at each of its sessions, a report on its activities.</p>



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Hundred and ninety-seventh session

197 EX/28.INF Rev.  
PARIS, 23 September 2015  
English only

Item 28 of the provisional agenda

## NEW AUDITS BY THE EXTERNAL AUDITOR

### AUDIT REPORT ON THE GOVERNANCE OF UNESCO AND DEPENDENT FUNDS, PROGRAMMES AND ENTITIES

#### SUMMARY

In compliance with Article 12.6 of the Financial Regulations and pursuant to 37 C/Resolution 96, the External Auditor submits his audit report on the governance of UNESCO and dependent funds, programmes and entities. The short form of this report is contained in document 197 EX/28.





**EXTERNAL AUDIT  
OF THE UNITED NATIONS EDUCATIONAL,  
SCIENTIFIC AND CULTURAL ORGANIZATION**



**AUDIT REPORT**  
**GOVERNANCE OF UNESCO AND DEPENDENT FUNDS,  
PROGRAMMES AND ENTITIES**

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## LIST OF RECOMMENDATIONS

**Recommendation No. 1.** The External Auditor recommends that the Secretariat provide the Executive Board at its spring 2016 session with an official organizational chart of the “UNESCO universe” and the different governing bodies.

**Recommendation No. 2.** The External Auditor recommends that: (i) a report on the means required to evaluate and manage the full external governance costs of each entity be prepared and submitted to the Executive Board for discussion at its spring 2016 session, and that (ii) the Executive Board initiate the comprehensive implementation of this report between now and the spring 2017 session, with a view to producing a comprehensive and constructive report on external governance costs for the General Conference at its 39th session.

**Recommendation No. 3.** The External Auditor recommends that the General Conference: (i) delegate the steering and management of the following ten actions to the Bureau of the Executive Board; (ii) to that end, provide the Board with the appropriate means to ensure, after obtaining the opinion of each of the governing bodies, consulted as needed and in the most efficient way, the adoption, at the 39th session of the General Conference, of a guide to best practices applicable to the whole of UNESCO and its dependent funds, programmes and entities:

- accelerate the shortening of sessions;
- group meetings together;
- make annual meetings biennial, and biennial meetings quadrennial;
- make more use of teleconferences;
- convene essential meetings only and finance them through the regular budget;
- reduce the number of meeting participants;
- shorten agendas by prioritizing and delegating minor decisions;
- increase the delegation of authority to the bureaux;
- simplify and improve the dissemination of results;
- encourage best practices.

**Recommendation No. 4.** The External Auditor recommends that:

- (i) the Secretariat place at the Executive Board’s disposal the budget (possibly funded by the resources of the appropriate Special Accounts), experts and services required to establish a draft “guide to best practices in governance” and a concrete implementation plan to be considered by the Executive Board at its autumn 2016 session and for adoption by the General Conference at its 39th session;
- (ii) the experts to be placed at the Board’s disposal should not have had any ties whatsoever to UNESCO over the previous three years, and should ensure balanced representation of the management cultures of the Member States of the General Conference;
- (iii) at its autumn 2016 session, the Executive Board have before it a report drawn up by its experts and validated by its Bureau, containing a significant acceleration plan for the

implementation of each action listed in the guide, together with indicators of inputs, outputs and expected outcomes that are measurable and relevant regarding the situation as at 31 December 2015;

- (iv) the reports preparatory to the adoption of the budget contained in document 39 C/5 clearly identify in detail the effects related to the implementation of the guide to best practices, such as decreased expenditure relating to governing bodies, redeployment of the projected savings with a view to the implementation of the plan, dissemination of the guide, and training for delegation and Organization staff members.

**Recommendation No. 5.** On a provisional trial basis, the External Auditor recommends that the General Conference:

- (i) decide to elect, from 2016, the same States Parties to the governing bodies of the heritage-related conventions and that the governing bodies thus constituted shall hold their respective sessions in a single joint session, under appropriate legal arrangements;
- (ii) entrust the Executive Board with organizing the implementation of this arrangement by its autumn 2016 session and provide it with appropriate resources;
- (iii) request the Secretariat consequently to merge the secretariats of these conventions by 1 September 2016.

**Recommendation No. 6.** The External Auditor recommends:

- (i) experimenting with a two-yearly meeting of chairs and directors of Category 1 institutes in the Education Sector and with structured coordination between the two sessions;
- (ii) examining, on the basis of this trial, the requirements for combining the institutes within a single *corporate* unit of which the current institutes would form operational divisions, with a single supreme governing body;
- (iii) that for the autumn 2016 Executive Board session the Secretariat produce a report that sets out the lessons learned from this trial and the conditions under which combining the institutes, or at the very least the establishment of joint governance, might be possible, together with an action plan to achieve this.

**Recommendation No. 7.** The External Auditor recommends:

- (i) drawing up a draft governance code in 2016, under the supervision of the Bureau of the Executive Board, that harmonizes and systematizes the rules of procedure, texts and practices of the governing bodies of all UNESCO universe entities;
- (ii) ensuring that this document is regularly updated through a repertoire of practice prepared by the Secretariat and submitted for approval to the Executive Board;
- (iii) adopting the decisions needed to implement this system at the 39th session of the General Conference.

**Recommendation No. 8.** The External Auditor recommends:

- (i) examining means of introducing a screening system for individual candidates for the offices of chair and vice-chair of governing bodies, based on robust and transparent criteria of competence;

- (ii) adopting a resolution to limit the total length of consecutive terms of office (e.g. to four years) for the same delegate in a governing body so that delegates can gain sufficient experience but the bodies can at the same time be periodically renewed;
- (iii) that Member States candidates for a seat on a governing body undertake to nominate a full member or alternate with sufficient experience in that body's field;
- (iv) introducing mandatory training for the offices of chair and vice-chair of a governing body, tailored to the experience of the new officers.

**Recommendation No. 9.** The External Auditor recommends establishing an open working group, under the direction of the Chair of the Executive Board and with the assistance of the Secretariat of the Governing Bodies, in order to prepare a proposal, along the lines of practice in other international organizations, to be examined at the 39th session of the General Conference, for systematic voting on a specific set of issues under debate, in each category of governing body, and according to arrangements to be specified.

**Recommendation No. 10.** The External Auditor recommends:

- (i) setting up an ethics committee;
- (ii) adding a section on the ethical conduct of members of governing bodies to the code of governance recommended elsewhere;
- (iii) that the Ethics Office assist the governing bodies, at their request;
- (iv) that public declaration of interest arrangements be put in place for experts assisting governing bodies.

**Recommendation No. 11.** The External Auditor recommends: (i) strengthening oversight of risk management, under the control of the General Conference and within a framework defined by the General Conference, (ii) delegating oversight of risk management to the Executive Board or an independent audit committee; and (iii) that the arrangements put in place and the progress made be reported on to the General Conference at its 39th session.

**Recommendation No. 12.** The External Auditor recommends:

- (i) the establishment of an independent audit committee, in accordance with the recommendations made in 2011 by the United Nations Joint Inspection Unit, with competence for all the entities, funds and programmes attached to UNESCO;
- (ii) to that end, that the Bureau of the Executive Board supervise the preparation of draft terms of reference and draft rules to be submitted to the General Conference at its 39th session for approval;
- (iii) that, pending amendment of the Basic Texts of UNESCO, an ad hoc interim audit committee reporting directly to the Executive Board be established, based on the current Oversight Advisory Committee.

**Recommendation No. 13:** The External Auditor recommends that the General Conference:

- (i) approve the draft medium- and long-term strategic plans concerning resources, especially IT resources, the organization and methods of the Organization, and in general, structural investments;
- (ii) delegate to the Executive Board the annual review of these plans, their budgets, and input, output and outcome indicators.

**Recommendation No. 14.** The External Auditor recommends that the General Conference set up an independent biennial governance evaluation under the supervision of the Executive Board and with the relevant support of the Secretariat. This would include the actions of the secretariats of convention and programme governing bodies, and the first report of the evaluation would be reviewed by the independent audit committee and then by the General Conference in 2017.

**Recommendation No. 15.** The External Auditor recommends that the General Conference:

- (i) create the position of governance adviser to the Executive Board from 1 January 2016, as well as, depending on the new responsibilities of the adviser:
- (ii) some positions for specialized advisers, by 1 July 2016;
- (iii) entrust an independent expert group with the selection of candidates.



United Nations  
Educational, Scientific and  
Cultural Organization

**Executive Board**  
Hundred and ninety-sixth session

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PARIS, 2 April 2015  
English & French only

Item 23 of the provisional agenda

**NEW AUDITS BY THE EXTERNAL AUDITOR**

**PART V**

**INTERIM REPORT ON THE AUDIT OF THE GOVERNANCE OF UNESCO AND  
DEPENDENT FUNDS, PROGRAMMES AND ENTITIES**

**SUMMARY**

In compliance with Article 12.6 of the Financial Regulations and pursuant to 37 C/Resolution 96, the External Auditor submits his interim report on the audit of the governance of UNESCO and dependent funds, programmes and entities. The short-form report on this audit is contained in document 196 EX/23 Part V.



(i)

### **DISCLAIMER**

This document, prepared at the explicit request of the General Conference and for consideration by the Executive Board at its 196th session, is not an “audit report” within the meaning of international auditing standards, and more specifically the International Standards of Supreme Audit Institutions (ISSAI 3000) issued by the International Organization of Supreme Audit Institutions (INTOSAI).

All the facts and data included in this document, however, have been subject to a mid-audit discussion with the stakeholders concerned (entities under review, delegations and/or groups of delegations, Secretariat), each with regard to the matters concerning them.

This document only reports to the Executive Board on the progress of the ongoing audit work and due diligence procedures and the resulting reflection and possible steps that the auditors consider worth pursuing.

It must not, therefore, in any way be deemed to reflect final positions, let alone recommendations by the External Auditor on the matters entrusted for evaluation.

## ANNEX 4

## REPLIES TO THE SELF-ASSESSMENT QUESTIONNAIRE Q2 (number of elements)

	Without written replies	Without ratings	Rating: 1	Rating: 2	Rating: 3	Average Rating <sup>31</sup>
IBE	14	11	23	0	0	1
Executive Board	5	34	0	0	0	0
General Conference	11	34	0	0	0	0
IBC	5	18	16	0	0	1
IGBC	5	20	11	3	0	1,2
CIGEPS	3	2	21	10	1	1,4
IOC	6	12	16	6	0	1,3
Headquarters Committee	8	12	11	10	1	1,5
Committee in Cairo/Nubia*						
1954 Convention	7	13	11	6	4	1,7
1960 Convention **						
1970 Convention	16	20	11	1	2	1,4
1972 Convention	7	34	0	0	0	0
2001 Convention	4	5	18	5	6	1,6
2003 Convention	5	11	21	2	0	1,1
2005 Anti-doping C.	10	34	0	0	0	0
2005 Culture C.	2	10	14	9	1	1,5
IFPC	11	13	20	0	1	1,1
ICTP	9	9	23	2	0	1,1
IESALC	7	8	17	7	2	1,4
UNESCO-IHE	14	16	16	2	0	1,1
IICBA	19	5	15	11	1	1,5
IIEP	9	13	20	0	1	1,1
UIS	8	10	24	0	0	1
IITE	6	33	1	0	0	1
MAB	7	14	14	5	1	1,4
MGIEP	8	9	25	0	0	1
MOST	3	7	11	14	2	1,7
IHP	5	4	14	15	1	1,6
IGCP	11	9	24	1	0	1,0
IPDC	10	34	0	0	0	0
IFAP	4	10	12	9	3	1,6
IBSP	3	20	13	1	0	1,1
PRELAC	15	19	5	9	1	1,7
ICPRCP	0	5	16	3	0	1,1
UIL	3	10	23	0	1	1,1
UNEVOC **						
<b>TOTAL</b>	<b>260 (23%)</b>	<b>518 (46%)</b>	<b>466 (40%)</b>	<b>131 (11%)</b>	<b>29 (3%)</b>	<b>1,3</b>

\* Replied only to questionnaire 1. \*\* Has no presiding officer or governing body of its own.

<sup>31</sup> Average of ratings 1, 2 and 3. The overall average of 1.3 only takes into account the actual ratings.

**Avenues for reflection:**

- I. The expected profile of members of the Intergovernmental Council and the effective transfer of their responsibilities to the Bureau might make it possible to replace the Bureau with an Intergovernmental Council which would meet annually with half as many members. Such an Intergovernmental Council would submit its future plans and the results of its programme to the Executive Board.
- II. The representatives of the Member States of the Intergovernmental Council might be allowed to serve only if they are information and communication professionals, following validation on the basis of a standard file by the Nominations Committee, with the Chair of the Intergovernmental Council sitting in an advisory capacity.
- III. The resources allocated by the Secretariat to IPDC appear to be adequate (the equivalent of one full-time post), in particular in view of the use of external experts for the drafting of a certain number of documents, it being understood that seasonal reinforcements may be needed.
- IV. UNESCO's local offices might usefully be asked to help with assessing projects, by introducing an appropriate management of post profiles and in-house training for such assessment.
- V. The procedures for the election of members of the Intergovernmental Council might be simplified by enhancing the preparation of candidatures.
- VI. The costs of interpretation might be reduced by limiting interpretation to the languages used by the delegations present at meetings.
- VII. Report might be made to the Bureau, and by posting on the website, to the Intergovernmental Council, of the evaluation of a larger number of projects funded by IPDC.
- VIII. As for the other governing bodies, and as the Chair of the Intergovernmental Council agrees, video-conferencing should be used to hold remote meetings with members of the Intergovernmental Council, or of the Bureau if it is maintained, of sufficient frequency to ensure proper leadership and direction.
- IX. The prevention of conflicts of interest when awarding grants to media outlets should be subject to a formal rule which is applicable to the members of all the governing bodies concerned.

**5. Information for All Programme (IFAP)**

1. The Information for All Programme (IFAP), established in 1999 by the Executive Board on the basis of the General Conference's 30 C/Resolution 36, replaced from 2001 the two earlier information and information technology intergovernmental programmes. Some 52 Member States provided substantive inputs to the review process. IFAP is aimed at reducing the "digital gap" between countries of the North and South: reflection and debate on the challenges of the information society, support for training, local production, and the use of standards and best practices in the field of information and communication technologies (ICTs). These activities also constitute a contribution by UNESCO to the objectives adopted by the World Summit on the Information Society (WSIS) in 2003 and 2005.

2. Despite having its own governance, according to documents submitted to the Intergovernmental Council, IFAP suffers from a lack of visibility which certain practices (adoption of its own logo) and resolutions endeavour to correct. Some 17 national committees relay its action, but the difficulty of mobilizing national actors is periodically underscored.

3. IFAP is governed by a biennial Intergovernmental Council of 26 States, half of which are elected every two years by the General Conference. IFAP Intergovernmental Council sessions have been reduced from three to two days. The Bureau of eight members (Chair, three Vice-Chairs, three members and a Rapporteur) was elected “by acclamation” in May 2014. Bureau meetings, which are theoretically biannual, were held twice in 2012 and 2014 but only on one day in 2013. Since 2012, the Bureau has also made use of video- and audio-conferencing.

4. In order to avert the risks of discontinuity arising from the rotation of members, the Board recommended encouraging the voluntary participation of States non-members of the Bureau and former Chairs in the working groups. Six working groups, led by six members of the Bureau, are devoted, in particular, to accessibility, ethics, expertise, preservation of information, information in the service of development, and multilingualism. In 2014, the experts came from no more than 19 Member States, and the Member States proposing the experts were not always able to guarantee a geographical or gender balance in their respective proposals. The levels of activity and reporting of the experts vary.

5. The expenditure of IFAP in 2012-2013, excluding staff costs, was \$3.7 million, of which \$1.6 million came from the regular budget, \$0.1 million from the special account, and some \$2.1 million from contributions in kind by Member States. The secretariat of IFAP comprises, on a part-time basis the Director of the KSD Division (D-1), one P-5, one P-4 and one G-7, amounting to a total of 1.85 full-time posts (FTE). These resources are deemed to be insufficient, and this affects in particular the timely distribution of documents.

***Avenues for reflection:***

- I. A workplan should be validated for each biennium, even in the absence of a consensus, and even if that means submitting it to a vote at the Intergovernmental Council or ensuring that it is adopted by the Bureau.
- II. Make the maintenance of working groups dependent on enhancing their functioning, in particular with regard to their representativeness, on a professional and geographical basis, and their mobilization, making use of such arrangements as online collaboration platforms.
- III. Ensure full reporting to the governing bodies, using a homogeneous methodology and system of verification, on the total amount of annual contributions in kind.