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FOLLOW-UP TO 33 C/RESOLUTION 92 CONCERNING RELATIONS BETWEEN THE THREE ORGANS OF UNESCO

SUMMARY

By 34 C/Resolution 88 reproduced in this document, the General Conference requested the President of the General Conference, the Executive Board and the Director-General to assess the impact of the recommendations of 33 C/Resolution 92 implemented to date, and to pursue the implementation of the remaining recommendations, taking into account the conclusions of the Legal Committee on Recommendation 25; it requested the President of the General Conference, the Executive Board and the Director-General to present a consolidated report on the implementation of recommendations to the General Conference at its 35th session.

Annexed to this document is document 177 EX/31 Rev., which was transmitted by the Executive Board to the General Conference at its 34th session (revised annex to 34 C/19) containing the reports both by the Executive Board and by the Director-General with regard to the follow-up to 33 C/Resolution 92, presented recommendation by recommendation. The final remarks for the 2006-2007 biennium made at the 177th session of the Executive Board include some calls for future action and reflection; these are highlighted in bold and italics. In 177 EX/Decision 31, the Executive Board decided to continue implementing outstanding recommendations according to the proposals contained in revised document 177 EX/31.

34 C/Resolution 88

Relations between the three organs of UNESCO¹

The General Conference,

Recalling 33 C/Resolution 92,

Having examined document 34 C/19 and its annex Rev.,

1. *Welcomes* the progress made so far in implementing 33 C/Resolution 92;
2. *Regrets* the fact that a number of decisions and recommendations in 33 C/Resolution 92 have not been fully implemented;
3. *Requests* the President of the General Conference, the Executive Board and the Director-General to assess the impact of the recommendations implemented to date, and to pursue the implementation of the remaining recommendations in 33 C/Resolution 92, taking into account the conclusions of the Legal Committee on Recommendation 25;
4. *Further requests* the President of the General Conference, the Executive Board and the Director-General to present a consolidated report on the implementation of recommendations to the General Conference at its 35th session.

177 EX/Decision 31, adopted by the Executive Board at its 177th session

The Executive Board,

1. Recalling 176 EX/Decision 29,
2. Having examined document 177 EX/31,
3. Recognizes that the various recommendations have been implemented to varying degrees in the 2006-2007 biennium, and that further implementation would follow in the 2008-2009 biennium;
4. Decides to continue implementing those recommendations still outstanding according to the proposals contained in revised document 177 EX/31;
5. Requests its Chairperson to present this revised report as document 34 C/19 Rev. on its behalf to the 34th session of the General Conference.

¹ Resolution adopted on the report of the PRX Commission at the 19th plenary meeting, on 1 November 2007.

ANNEX

Document 177 EX/31 Rev

Background

The General Conference adopted at its 33rd session Resolution 92, "Relations between the three organs", which contains three sets of recommendations addressed respectively to the President of the General Conference, the Executive Board and the Director-General inviting each of them to implement the recommendations and to report to the General Conference at its 34th session.

The Report by the President of the General Conference on the implementation of Recommendations 6, 9, 10, 11 and 21 is contained in document 34 C/19. That document also reproduces the contents of the present document, in order to ensure coherence.

The Executive Board examined the recommendations addressed to it at its 174th, 175th and 176th sessions as follows:

- At its 174th session, the Executive Board examined the Secretariat's progress report on the implementation of Recommendations 2 to 13, 23, 24 and 25 of 33 C/Resolution 92 as well as progress made regarding Recommendations 19 and 21 (174 EX/INF.7). The Special Committee was then requested to meet prior to the 175th and 176th sessions of the Executive Board for the consideration of the follow-up to 33 C/Resolution 92 (174 EX/Decision 20).
- At its 175th session, the Executive Board examined 175 EX/INF.5, containing the results of the consultations conducted by the Chairman of the Executive Board with Board Members on recommendations 14 to 18, 20 and 22 of 33 C/Resolution 92. Recommendations 7 and 8 were addressed to the Executive Board; however, their substance concerns the General Conference (the number of agenda items; improvement of the General Conference as a meeting place). The Board therefore adopted 175 EX/Decision 23 and requested the Special Committee, in consultation with the President of the General Conference, to meet and debate recommendations 6, 7, 8, 10 and 13 at the 176th session of the Executive Board.
- At its 176th session, the Executive Board adopted Decision 29 requesting the Special Committee to continue the debate on Recommendation 8 during the 177th session of the Executive Board.

Follow-up by the Secretariat of those recommendations addressed to the Director-General has been part and parcel of the work described above, and the Director-General addressed all issues methodically and comprehensively, within the limits of available resources and procedural requirements.

Follow-up to 33 C/Resolution 92 – Relations between the three organs of UNESCO

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.2</p> <p><i>Decides</i> on the preparation of a more timely, comprehensive and detailed evaluation document on UNESCO's programme delivery and performance as the basis for the planning of future programmes ("new style" C/3). In particular, the Director-General's six-monthly progress reports to the Executive Board (EX/4) should be prepared in such a manner so that they can easily feed into the regular performance evaluation of the implementation of the programme and budget. The draft C/3 document should be made available to the Executive Board at its spring session immediately following the General Conference;</p>	<p>Responsible for implementation: Director-General</p> <p>For the first time, the Director-General prepared a joint report combining the results achieved in the previous biennium together with an assessment by senior managers (34 C/3) with the 174 EX/4 report on the implementation of the Programme and Budget for the 2004-2005 biennium (32 C/5) approved by the General Conference. This report was presented to the Board at its 174th session in April 2006. The document was results-based and reports consistently against the expected results and performance indicators in document 32 C/5.</p> <p>The same procedure will be followed for document 33 C/5.</p>
<p>R.3</p> <p><i>Decides</i> that the programme and budget should be presented to Member States in a format providing detail up to the level of programme actions, and the staffing resources required to implement them;</p>	<p>Responsible for implementation: Director-General</p> <p>This recommendation is already reflected in the presentation of document 33 C/5. Document 34 C/5 includes a breakdown of staff resources by Main Line of Action.</p>
<p>R.4</p> <p><i>Decides</i> that the General Conference should be facilitated by a strategic planning document as outlined in draft resolution 33 C/COM.I, II, III, IV, V/DR.2, adopted by the 33rd session of the General Conference. <i>Calls upon</i> the Director-General to further investigate reform of the programme management cycle to enhance the decision-making of the General Conference in policy-making and priority determination;</p>	<p>Responsible for implementation: Director-General</p> <p>By resolution 1, the General Conference approved at its 33rd session the outline for the strategic planning document and the process leading to its adoption, referred to in recommendation 4. This strategic planning document, prepared in accordance with the instructions by the General Conference, will ultimately become the Medium-Term Strategy for 2008-2013 (34 C/4). Document 174 EX/5 Add.1 describes the roadmap and timetable leading to its adoption by the General Conference at its 34th session. Accordingly, draft document 34 C/4 has been drawn up by the Director-General in line with this guidance and the Executive Board has already provided its comments in document 34 C/11. It should be noted that document 34 C/4, once approved by the General Conference, shall be a rolling plan, capable of being revised every two years in the light of new developments and circumstances.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.5</p> <p><i>Decides</i> on regular comprehensive reporting to the General Conference and the Executive Board on extrabudgetary activities. Such reporting should make transparent the coherence between regular programme and extrabudgetary activities, and progress towards the full attainment of such coherence between the two sets of activities. <i>Also decides</i> that the Secretariat should involve the governing bodies more directly in the planning of extrabudgetary activities;</p>	<p>Responsible for implementation: Director-General</p> <p>The recommendation is under active implementation. The report on extrabudgetary activities to the General Conference at its 34th session will indeed highlight the importance of UNESCO's extrabudgetary activities, and their coherence with the regular programme activities. More importantly, targeted/projected extrabudgetary activities are now being included in an "additional programme" closely aligned with document 34 C/5 and future such regular programmes and budgets, and clearly linking them to the overall results to be attained throughout the biennium, and establishing relevant performance indicators and benchmarks. This "additional programme" will be shared with UNESCO's funding sources collectively and individually after the General Conference, and hence after the formal approval of the C/5 document. It will form the basis for UNESCO's overall extrabudgetary resource mobilization strategy throughout the biennium.</p>
<p>R.6</p> <p><i>Decides</i> that guidelines for new simplified criteria for the submission of draft resolutions to the General Conference relating to the C/5 document should be recommended by the Executive Board for the development of criteria by the Legal Committee of the General Conference;</p>	<p>Responsible for implementation: President of the General Conference, Executive Board</p> <ul style="list-style-type: none"> • See report by the President of the General Conference concerning this recommendation. • By 176 EX/Decision 35, the Executive Board decided to recommend to the General Conference (in line with the contents of the report of its President on this recommendation) to maintain the current criteria for the 34th session of the General Conference.
<p>R.7</p> <p>Consistent with the relevant Rules of Procedure of the General Conference, <i>decides</i> on reducing the number of agenda items for the General Conference with a view to focusing discussions on the key priorities of the Organization;</p>	<p>Responsible for implementation: Executive Board</p> <p><i>Debate on this issue did not result in a formal recommendation. It emerged that the number of items in the agenda of the General Conference is in part difficult to reduce because of statutory requirements related to its role as the supreme governing body, and the sovereign right of Member States to introduce and discuss items on the agenda of the General Conference.</i></p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.8</p> <p><i>Decides that UNESCO should use its convening power better in order to make the General Conference a more interesting meeting place, and better suited to allow new inputs to its programmes, for instance through the organization of thematic debates, introduced by renowned experts or ministers from Member States, as well as an increased number of round table discussions. Also decides that the general policy debate should be organized differently, taking into account best practices of other intergovernmental organizations, and using innovative means with the aim of attracting the interest of the media, and the public at large. The new format of the general debate should give the heads of delegation adequate opportunity to deliver their main political message, preferably focused on selected themes. During the General Conference, one or several ministerial round tables could continue to be held; furthermore, other innovative, interactive discussions could be held with a view to promoting “real” dialogue/networking among Member States;</i></p>	<p>Responsible for implementation: Executive Board</p> <p><i>At its 175th session the Executive Board requested the Special Committee to debate this recommendation at the 176th session of the Executive Board in consultation with the President of the General Conference.</i></p> <p>Status:</p> <p>(i) <i>With regard to making the General Conference a more interesting meeting place, thematic debates are not scheduled for the 34th session; however two round tables are being held. Further consultation among Member States is needed in order to provide clear guidance in this regard to the 35th session of the General Conference.</i></p> <p>(ii) <i>To organize the general policy debate differently. Further consultations among Member States needed in order to provide clear guidance.</i></p> <p>(iii) <i>For attracting more media attention and participation: pilot activities are ongoing.</i></p> <p>(iv) <i>Greater networking/dialogue opportunities organized notably through experimentation with interactive sessions and side events in the framework of the Official Exhibition.</i></p> <p>Proposals:</p> <p>(i) <i>With regard to making the General Conference a more interesting meeting place in the future, while continuing to focus all discussions throughout the General Conference on the key priority areas of the Organization:</i></p> <ul style="list-style-type: none"> • <i>Ensure that General Conference activities focus on policy-relevant debates, thus enabling better decision-making;</i> • <i>Ensure earlier involvement of the Executive Board with a view to the preparation of the ministerial round tables in order to receive Member States’ guidance;</i>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
	<ul style="list-style-type: none"> • <i>Decide on possible topics for thematic debates after discussion in the Executive Board and possibly use publication of relevant policy reports as the basis for discussion (such as the EFA Global Monitoring Report and UNESCO World Reports);</i> • <i>In the future:</i> <ol style="list-style-type: none"> 1. <i>Preparation of the Round Table might be improved by:</i> <ul style="list-style-type: none"> • <i>Further and earlier consultation among Member States on the themes;</i> • <i>Providing timely background material;</i> • <i>[Making the list of participants available earlier].</i> 2. <i>Follow-up to the implementation of General Conference resolutions more closely.</i>
<p>R.9</p> <p><i>Decides</i> that, if possible, all elections should take place at the end of the first week of the General Conference, and that the election procedures should be improved, and preferably automated. Accordingly, <i>also decides</i> that the communications received from Member States invoking the provisions of Article IV.C, 8(c) of the Constitution should be examined by the Executive Board at its session immediately preceding the General Conference in order to allow the Conference to decide on voting rights, upon the recommendations of the Executive Board, at the opening of the session;</p>	<p>Responsible for implementation: President of the General Conference</p> <p>See report by the President of the General Conference concerning this recommendation.</p> <p>Please refer to document 177 EX/45. The Executive Board will be able to make recommendations on the communications received by the date of its session. However, as stated in Rule 83 of the Rules of Procedure of the General Conference, Member States may submit communications until three days after the commencement of the proceedings of the General Conference session. Consequently, as recommended by the Executive Board to the General Conference (176 EX/Decision 35) the election of members of the Executive Board will take place at the 34th session, at the first possible date: Wednesday, 24 October 2007. All other elections will take place on the next day.</p> <p>See report by the President of the General Conference concerning this recommendation.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.10</p> <p><i>Decides</i> that the functioning of the commissions and committees of the General Conference should be made more flexible with a view to ensuring more dialogue, and more intersectoral and inter-programme discussions on priorities and programme directions, as well as the incorporation of the results of such debates into the C/4 and C/5 documents. <i>Requests</i> that the Executive Board, in its preparation of the agenda for the General Conference, consistent with the relevant Rules of Procedure of the General Conference, apply a more innovative approach, i.e. suggestions for items of which it is proposed only to take note, or the possible grouping of agenda items for joint debate. Annotations to the agenda should also be provided, so as to facilitate preparations by the Member States;</p>	<p>Responsible for implementation: President of the General Conference, Executive Board</p> <p><i>The Executive Board is taking into consideration this recommendation in preparation of the agenda and timetable of work of the General Conference.</i></p> <p>See also the report by the President of the General Conference concerning this recommendation.</p>
<p>R.11</p> <p><i>Decides</i> that the procedures of the General Conference should be rationalized in order to encourage more participation, notably from Member States with no representation at UNESCO Headquarters;</p>	<p>Responsible for implementation: President of the General Conference</p> <p>See report by the President of the General Conference concerning this recommendation.</p> <p>The Secretariat is implementing comprehensive information and training sessions for Member States and National Commissions as part of the preparations for the 34th session of the General Conference.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.12</p> <p><i>Decides</i> on greater participation of the governing bodies of the intergovernmental programmes and UNESCO's (category 1) institutes in the drafting of the C/4 and C/5 documents, as well as documents relating to implementation and evaluation of their activities;</p>	<p>Responsible for implementation: Director-General</p> <p>In response to recommendation 12, the questionnaire for the elaboration of documents 34 C/4 and 34 C/5 was also addressed to governing bodies of intergovernmental programmes and UNESCO's (category 1) institutes. In addition, the Secretariat has already prepared, such as in the case of the Intergovernmental Council for the Information for All Programme (IFAP), a document calling on the discussion of strategic and programmatic priorities at sessions of intergovernmental bodies to be held in early 2006. It should be noted in that regard that the Chairman of IFAP participated in the consideration of drafts 34 C/4 and 34 C/5 by the PX and FA Commissions of the Executive Board. The solicitation of contributions, let alone involvement in the implementation and evaluation of activities, to be undertaken every six months as in the case of EX/4 documents, may in practical terms be difficult to ensure, given that governing bodies normally meet only at longer intervals. However, an effort will be made to seek their views at the time the next joint C/3 and EX/4 document will be prepared, namely at the end of the 2006-2007 biennium. Moreover, evaluation plans and reports – falling within the purview of a particular governing body – will henceforth be brought to their attention with a view to eliciting comments and policy guidance.</p>
<p>R.13</p> <p><i>Decides</i> that there should be improved reporting from the Executive Board to the General Conference on programme implementation in accordance with Article V.6(b) of UNESCO's Constitution, including the Board's evaluation of the individual programmes, and their possible discontinuation. <i>Further decides</i> that this reporting should also address the work, role, functioning and relevance of UNESCO's (category 1) institutes and of its various intergovernmental programmes;</p>	<p>Responsible for implementation: Executive Board</p> <p><i>Fully aware of the linkages between 33 C/Resolution 92, Recommendation 13 and 33 C/Resolution 78 to improve the reporting of the Executive Board to the General Conference, the Board undertook for the first time to prepare a report on the implementation of the Programme and Budget. This first report focuses on the format and type of information needed for the Executive Board to fully carry out its assessments. This report also includes concrete recommendations in order to fulfil Recommendation 13 for the 35th session of the General Conference.</i></p> <p><i>In preparation of the report, the Executive Board analysed the current methods of results reporting in UNESCO and noticed both improvements as well as ongoing shortcomings during the 2006-2007 biennium.</i></p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.14</p> <p>Consistent with the relevant Rules of Procedure of the Executive Board, <i>recommends</i> that the number of agenda items of the Executive Board be reduced, and the decision-making process be enhanced. <i>Also recommends</i> that an increasing number of agenda items be identified for “taking note” only by the Executive Board. <i>Furthermore recommends</i> that detailed annotations be provided for each agenda item in order to facilitate debate and decision-making in the Board;</p>	<p>Responsible for implementation: Executive Board</p> <p>R.14 (i): The number of agenda items is still increasing.</p> <p>R.14 (ii): With regard to the issue of “taking note only” the Bureau, in the 175th session of the Executive Board, identified five items for which it recommended adoption of a decision without discussion in conformity with Article 14, para. 2 of the Rules. It has been underlined that “without discussion” is a more appropriate term than for “taking note”. During the 176th session, PX Commission considered 5 items without debate (except for the proposed decision) and FA Commission examined one item without debate.</p> <p>R.14 (iii): Detailed annotations are already provided since the 174th session of the Executive Board, and this practice will continue.</p> <p>Rule 14 is considered as being sufficient and there is no need for it to be amended.</p> <p>Relevant decisions already taken by the Executive Board:</p> <p>175 EX/Decision 23, paragraphs 6 and 7:</p> <ol style="list-style-type: none"> 6. <u>Encourages</u> the Chairperson of the Executive Board and the Member States to avoid requesting separate reports for items that would best be included in the Director-General’s overall report on the follow-up to decisions and resolutions adopted at previous sessions; 7. <u>Invites</u> the Chairperson of the Executive Board to re-examine Rule 14 of the Rules of Procedure, paragraph 2, regarding the right to request discussion of an item that the Bureau has proposed should be adopted without discussion. <p>175 EX/Decision 23, paragraph 14:</p> <p><u>Further requests</u> the Chairperson of the Executive Board to report to the General Conference at its 34th session on the results of the Executive Board’s efforts to enhance its efficiency and effectiveness.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.15</p> <p><i>Recommends</i> that the Executive Board consider that the general debate on the Director-General's report on programme implementation be reinforced by interactive sessions of dialogue among Members of the Board and the Director-General;</p>	<p>Responsible for implementation: Executive Board</p> <p>This Recommendation has been fully implemented. The Director-General's written introduction to the General debate is already available several days in advance and his actual speech is distributed immediately after delivery and issued as an Information document for the Q&A session that follows the general debate.</p> <p>Pursuant to 175 EX/Decision 23, paragraph 9, the Chairperson of the Executive Board and the Director-General, have endeavored, at each session of the Executive Board, to ensure a more interactive general debate on the execution of the programme, allowing for direct dialogue between Member States, the Director-General, the Assistant Directors-General and the Directors of Central Services.</p>
<p>R.16</p> <p><i>Recommends</i> that the Executive Board consider the holding of thematic debates both inside and outside the formal sessions of the Executive Board, and <i>also requests</i> the Executive Board to ensure that the debates are related to UNESCO's programme activities. The exact modalities are to be worked out by the Executive Board, taking into account the experience of the Board to date;</p>	<p>Responsible for implementation: Executive Board</p> <p>At its 175th session, the Board held a thematic debate "UNESCO as a specialized agency of the reformed United Nations system: Challenges, roles, and functions at the global, regional and country levels".</p> <p>The Executive Board then adopted 175 EX/Decision 23 Paragraph 10 in order to continue with the implementation of this recommendation.</p> <p>175 EX/Decision 23:</p> <p>10. <u>Invites</u> the Chairperson of the Executive Board to continue to arrange a thematic debate once a year, ensuring that the debate is related to UNESCO's programme activities, and provides for an actual exchange of opinions among the Member States, with a view to contributing to the work of the Executive Board;</p> <p>In conformity with the mentioned decision, the Board will hold another thematic debate at its 177th session <i>on "Facing the multidisciplinary challenges of knowledge societies and global climate change: UNESCO's contribution to United Nations reform at the regional and country levels"</i>.</p> <p><i>Member States commented on the need for better up-front consultation regarding the identification of topics suitable for thematic debates at UNESCO. It also seems desirable to have substantive background documents made available in advance.</i></p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.17</p> <p><i>Recommends</i> that the Executive Board review with the Director-General how the debates on staffing issues could be carried out in a more effective manner, and <i>further recommends</i> that the Executive Board consider the abolition of the private sessions of the Executive Board, unless motivated by reasons of confidentiality;</p>	<p>Responsible for implementation: Executive Board</p> <p>Results of the consultations held by the Chairperson of the Board (175 EX/INF.5) shows widely varied views, and the Executive Board took the following decision:</p> <p>175 EX/Decision 23, paragraph 11: “<u>Decides</u> to examine the criteria required for private meetings with a view to limiting the use of private meetings to items where confidentiality is strictly necessary”. <i>The Executive Board might schedule an agenda item at the 179th session to formally determine the criteria for holding private sessions with reference to rule 59 of the Rules of Procedure of the Executive Board.</i></p>
<p>R.18</p> <p><i>Recommends</i> that, while maintaining the present structure and division of functions between the Programme and External Relations Commission (PX) and the Finance and Administrative Commission (FA), the Executive Board should pursue greater harmonization between the PX and FA Commissions and a more rational, efficient and less costly division of functions, leading to a more orderly, rule-based and transparent form of decision-making;</p>	<p>Responsible for implementation: Executive Board</p> <p>Consultations were held by the Chairperson of the Executive Board (175 EX/INF.5) and consequently, the Executive Board agreed, upon proposal of Chairs of both the PX and FA Commissions, to hold, on an experimental basis, a joint meeting of these two Commissions; with eight and five items examined during the 175th and the 176th sessions of the Board, respectively.</p> <p>The Bureau of the Executive Board will continue to identify items (to be approved by the Plenary), which might be discussed in joint meetings of the PX and FA Commissions.</p> <p><i>The Executive Board will undertake a review of the experience of holding joint meetings of these two Commissions at its 180th session.</i></p> <p><i>Items which are considered in both Commissions individually must be treated by the Commissions with a strict respect for their respective mandates.</i></p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.19</p> <p><i>Recommends</i> the following measures concerning the committees of the Executive Board:</p> <ul style="list-style-type: none"> (i) the Special Committee (SP) should meet only as needed and for the time necessary to fulfil the duties required of it by the Executive Board; (ii) the role of the NGO Committee should be revitalized and focused on the role and contribution of NGOs to the work of UNESCO; 	<p>Responsible for implementation: Executive Board</p> <p>R.19 (i): This Recommendation is being appropriately implemented. For instance, the terms of reference of the Special Committee have already been amended (at the 173rd session of the Board), to ensure that the Committee meets only as needed and for the time necessary to fulfil the duties required of it by the Executive Board. It met during the 175th and 176th sessions of the Executive Board to continue examining the follow-up to 33 C/Resolution 92 – Relations between the three organs of UNESCO. Further, 174 EX/Decision 20 authorized the Chairperson of the Executive Board, in consultation with the Chairperson of the Special Committee, to identify future items that fall within the Special Committee's terms of reference for examination at future sessions. The Special Committee met again during the 177th session of the Executive Board (176 EX/Decision 29, paragraph 6).</p> <p>R.19 (ii): The Executive Board adopted 174 EX/Decision 31, para. 7 of which reads as follows:</p> <p>“<u>Decides</u>, with respect to the improvement of the methods of work of the NGO Committee, to consider putting in place, in further meetings, the mechanisms contained in the following Plan of Action:</p> <ul style="list-style-type: none"> (a) organize a series of thematic round tables on the involvement of NGOs in the main lines of thrust of UNESCO's action on the basis of Committee members' suggestions for possible topics; (b) give further impetus to the involvement of youth in the work of NGOs; (c) establish an open forum for presentations by Members of the Committee, NGOs and invited guest speakers on “good practices” and lessons learned at the regional, national and local levels for outreach to and partnership with the NGO community; (d) use the preparation of the sexennial report 2001-2006 as a qualitative tool for the revitalization of the Committee; (e) strengthen coordination and cooperation between NGOs and the National Commissions;” <p>The above actions have all been implemented.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.20</p> <p><i>Requests</i> the Executive Board to review its working methods in order to enhance its efficiency and effectiveness, and to report on the results thereof to the General Conference at its 34th session for information;</p>	<p>Responsible for implementation: Executive Board</p> <p>The recommendation is being implemented on an ongoing basis, and the Executive Board has taken the following decision:</p> <p>175 EX/Decision 23, paragraph 14: “<u>Further requests</u> the Chairperson of the Executive Board to report to the General Conference at its 34th session on the results of the Executive Board’s efforts to enhance its efficiency and effectiveness.”</p> <p><i>The Board has taken several measures to improve the effectiveness and efficiency of the various committees and groups: the NGO Committee, the Committee on Conventions and Recommendations and the Special Committee.</i></p> <p><i>Furthermore, the Executive Board identified the need to further improve the efficiency and effectiveness of the working methods of the various committees and drafting groups, by first of all reviewing the experience acquired during the previous biennia, and by adopting improved processes where necessary.</i></p> <p><i>For example, the Board might decide to conduct a review of the functioning of FA Experts group. The Board needs to review the time frame for its work in the preparation of the C/5 and C/6 documents.</i></p>
<p>R. 21</p> <p><i>Invites</i> the President of the General Conference to consult the different regional groups regarding methods of rotation of membership of the Executive Board, and to report the results thereof to the General Conference at its 34th session;</p>	<p>Responsible for implementation: President of the General Conference</p> <p>See report by the President of the General Conference concerning this recommendation.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.22</p> <p><i>Recommends</i> that the Executive Board be enabled to lend its assistance to the Director-General for the preparation of interventions, and mobilization of assistance, in situations of international crisis or disaster that call for an emergency response by UNESCO;</p>	<p>Responsible for implementation: Executive Board</p> <p>In practice, the Chairperson of the Executive Board and the Director-General already consult regularly concerning actions to be taken in emergency situations.</p> <p>175 EX/Decision 23, paragraph 12: “Requests the Chairperson of the Executive Board to examine, in consultation with the Director-General, how the Executive Board may lend its assistance in situations of international crises or disasters which call for emergency response by UNESCO in the framework of United Nations actions;” is therefore being implemented as and when required.</p>
<p>R.23</p> <p><i>Decides</i> that the envisaged flatter structure of the Secretariat be made more flexible and better adapted to the increasingly intersectoral and interdisciplinary nature of UNESCO’s programme;</p>	<p>Responsible for implementation: Director-General</p> <p>The structure of the Secretariat is driven by programmatic considerations and constant efforts are being made to make it more flexible and to adapt it to the intersectoral nature of the Organization’s programmes. For example, thematic intersectoral task forces and working groups are set up to lead the Organization’s response to emerging policies and priorities as identified by the General Conference.</p>
<p>R.24</p> <p><i>Decides</i> that governance aspects and a synchronized RBM approach should be given increased emphasis by the Director-General as part of UNESCO’s decentralization policy. In particular, this policy must reflect the need for UNESCO’s field offices to allow for direct engagement of the Member States and their National Commissions in all activities pertaining to the countries in question;</p>	<p>Responsible for implementation: Director-General</p> <p>The Director-General is already requiring all field offices to follow the RBM approach applied in the preparation of the C/5 document and in SISTER. All work plans that have been approved for the implementation of document 33 C/5 have been assessed against this requirement. In addition, in order to enhance its contribution to country-level programming exercises by United Nations country teams, UNESCO through its sectors and field offices is beginning the preparation of UNESCO country programming documents which, among others, will set out in transparent detail the various activities planned and their implementation modalities. This may also lead to a better engagement with National Commissions.</p>

RECOMMENDATIONS	STATUS OF IMPLEMENTATION
<p>R.25</p> <p><i>Decides</i> that the Rules of Procedure concerning recommendations to Member States and international conventions covered by the terms of Article IV, paragraph 4 of the Constitution should be amended with regard to the preparation of such instruments in order to ensure full participation by Member States in their elaboration. <i>Also decides</i> that a focal point should be established within the Secretariat with the purpose of collecting information on the application of all conventions and recommendations adopted by the General Conference, and preparing a comprehensive report thereon to the General Conference at each session. This information should also be made widely available to Member States, relevant non-governmental and intergovernmental organizations, and the public at large;</p>	<p>Responsible for implementation: Director-General</p> <p>First part of the recommendation: the participation of Member States in the elaboration of draft standard-setting instruments is already governed by the Rules of Procedure concerning recommendations to Member States and international conventions covered by the terms of Article IV, paragraph 4, of the Constitution and in particular by Part IV of the Rules, which provides for the establishment by the General Conference of a special committee consisting of technical and legal experts appointed by Member States and responsible for examining the Director-General’s final report containing the draft instrument (Article 10, paragraphs 4 and 5). Nevertheless, since 2000, the General Conference has decided on several occasions not to have recourse to this special committee, the intergovernmental character (category II) of which is confirmed by Articles 18 and 19 of the Regulations for the general classification of the various categories of meetings convened by UNESCO. In order to give Member States a greater role, it would be desirable to ensure that the relevant provisions currently in force are applied. Consideration might also be given to amending Article 10 of the Rules of Procedure concerning recommendations to Member States and international conventions to make recourse to the special committee compulsory. Paragraphs 4 and 5 of Article 10 might be reworded to read:</p> <ol style="list-style-type: none"> 4. <i>The Director-General’s final report shall be submitted direct to a special committee to be convened at least six months before the opening of the General Conference and consisting of technical and legal experts appointed by Member States.</i> 5. <i>The special committee shall submit a draft which has its approval to Member States, with a view to its discussion at the General Conference, at least seventy days before the opening of the session of the General Conference.</i> <ul style="list-style-type: none"> • Second part of the recommendation: the Secretariat would need additional financial resources to implement that recommendation.