

### The Chair of the Intergovernmental Council of IPDC

H.E. Ms Zohour Alaoui  
President of the 39<sup>th</sup> General  
Conference  
UNESCO

28 February 2019

Dear Madam President of the General Conference,

Following your letter (ref. GBS-SCG-18-045-B) regarding the follow-up to the governance review, let me ensure you that I, as newly elected Chairperson of the IPDC, as well as the IPDC Secretariat are fully committed to working together with you, and UNESCO's other intergovernmental bodies, in order to implement the governance recommendations decided by the General Conference.

To this end, I am pleased to inform you that several measures have already been put in place by the IPDC Secretariat, that do not require changes in the statutory documents. I would like to mention, as an example:

- the alignment with the C/5 priorities (rec 56);
- open-ended informal meetings (rec 64);
- online publication of documents six weeks before statutory meetings (rec 69);
- Bureau meetings open to observers (rec 71);
- gender neutral language in documents (rec 73);
- orientation sessions for new bureau members and open to all (rec 76);
- use of languages for inclusivity and effectiveness (rec 78);
- developing clear, objective criteria for approval of projects (rec. 82);
- examining the roles of Bureau and Council in selection of projects (rec. 83);
- and more balanced consideration of priorities (rec. 84)

In addition, several Council members are already applying, on a voluntary basis, several recommendations, such as voluntary term-limits of two consecutive mandates (rec 57 and 58); and backstopping their experts and ensuring proper communication and follow-up (rec 88).

I would also like to inform you that the 31st session of the Intergovernmental Council of the International Programme for the Development of Communication (IPDC), which was held on 21-22 November 2018, included an agenda item on the "Follow-up to the Recommendations of the review of governance, procedures and working methods of the governing bodies of UNESCO".

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Prior to that, the IPDC Bureau had studied the governance recommendations at its 62<sup>nd</sup> meeting (30 April-1 May 2018). The Bureau, having considered the recommendations of the Working Group, recommended to the Council to:

- *“Take action on the general recommendations for all international and intergovernmental bodies (IIBs) of the open-ended Working Group on governance (39 C/20 and 39 C/70) and, of General Conference resolution 39 C/Res 87, and identify those recommendations that need further discussion and those that require immediate implementation (as per attached table);*
- *Take action on the specific recommendations addressed to IPDC as per attached table”*

Based on this, the following documents, both attached for easy reference, were prepared for the Council’s consideration:

- Review of Governance, procedures and working methods of the governing bodies of UNESCO
- Working group on the governance, procedures and working methods of the governing bodies of UNESCO – Recommendations and draft Council decisions

Unfortunately, the Council ran out of time and was not able to discuss or take a decision under this agenda item. I will keep you duly informed regarding the continued process of the implementation of the governance recommendations relating specifically to the IPDC, and how the Council decides to deal with the recommendations that would require changes in the Statutes and Rules of Procedure.

I organized a first informal meeting with IPDC Council members and observers on 28 February 2019 to discuss this and other pending issues. The conversation will continue and I will inform you accordingly on the progress.

Let me also take this opportunity to raise some governance recommendations that relate to all IIBs, and which must therefore be implemented in a holistic manner requiring coordination within the Secretariat. Below are an example of such recommendations:

- Model templates for agendas and timetables (rec 62)
- Harmonized virtual working environment for all IIBs (rec 63)
- Harmonization of roles, compositions and procedures of Bureaus (rec 66)
- Elections of Bureaus held soon after elections for seats on the IIBs (rec 70) –
- Input by IIBs to the mid-term strategy C/4 and the draft programme and budget C/5 (rec 74)
- Feedback mechanism for substantive dialogue between Member States and IIBs (rec 75)
- Balanced resource allocation (rec 77)
- Enhance coordination in scheduling of IIB meetings to avoid overlap (rec 79)
- Sharing of best practices from IIBs (rec 80)

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I hope that the meeting on 27 March will provide the opportunity to discuss how these recommendations can be implemented in a harmonized manner.

Finally, I look forward to working together with you, the other Chairpersons of the IIBs, and all Member States and the Secretariat, in order to ensure an effective follow-up of the General Conference decision on governance.

Accept, dear Colleague, the assurances of my highest consideration.

Yours faithfully,

A handwritten signature in blue ink, reading "Anna Brandt". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Anna Brandt  
Ambassador, Chairperson of IPDC



United Nations  
Educational, Scientific and  
Cultural Organization

# IPDC THE INTERNATIONAL PROGRAMME FOR THE DEVELOPMENT OF COMMUNICATION

CI-18/COUNCIL-31/8 REV  
19 September 2018

## Agenda item: REVIEW OF GOVERNANCE, PROCEDURES AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO

### SUMMARY CONTENT OF DOCUMENT

This document presents the recommendations of the open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO, established by the General Conference. It also presents the recommendations of the Bureau to the Council to follow-up on the recommendations, particularly those specifically addressed to the IPDC, and proposes a draft Council decision.

## REVIEW OF GOVERNANCE, PROCEDURES AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO

1. Background
2. IPDC participation in the governance review
3. Bureau recommendations to the Council
4. Council decision

### 1. BACKGROUND

The General Conference, by its 38 C/Resolution 101, decided to establish an open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO.

The mandate of the Working Group was to examine the governance, procedures and working methods of the governing bodies building on the recommendations of the Executive Board (39 C/20 Add.) and submit a report with recommendations to the 39<sup>th</sup> General Conference.

The 39<sup>th</sup> General Conference, after examination of the recommendations in the report of the Working Group (39 C/20 and 39 C/70), adopted resolution 39 C/Res 87, which;

5. *Invites the Executive Board, the Director-General and the governing bodies of the different organs examined by the open-ended working group on governance to implement, as appropriate, the (...) recommendations.*

## **2. IPDC PARTICIPATION IN THE GOVERNANCE REVIEW**

Within the framework of the Audit of governance following General Conference 37/C Resolution 96 two questionnaires on IPDC governance were completed and submitted by the Chair to the External Auditor in 2014. These were also made available to IPDC Council Members.

Two years later, the 30<sup>th</sup> session of the IPDC Council (November 2016) discussed the follow-up to the Audit and the recommendations of the External Auditor's report contained in document 38 C/23.

Based on this, the IPDC Council took the following decision:

*The Intergovernmental Council of IPDC,*

*Takes note of document 38 C/23 and the Executive Summary of the Audit of the governance of UNESCO and dependent funds, programmes and entities;*

*Further takes note of the report by the Director-General on the status of implementation of Recommendations 1, 11 and 13 of the External Auditor's Audit of the governance of UNESCO and dependent funds, programmes and entities (document 199 EX/12);*

*Recalling resolution 38C/101 of the General Conference, through which was established an open-ended working group on governance, procedures and working methods of the governing bodies of UNESCO,*

*Requests the Secretariat in coordination with the Bureau to hold a consultation process with all IPDC Council Members, before the 61st Meeting of the IPDC Bureau in March*

*2017 on the rules and procedures of IPDC and to report on its proposals and recommendations to the chairperson of the open-ended working group of governance, procedures and working methods of the governing bodies of the UNESCO;*

The consultation took place at the end of 2016, when a questionnaire was sent to Council members. The Chairperson of the IPDC convened an informal meeting of Council members and donor countries on 25 January 2017 at UNESCO's Headquarters in Paris, France. This occasion allowed, among other issues, for informal discussion on the on-going UNESCO governance review. Member States were allotted a fortnight to send in any further comments on the draft consultation paper on governance issues.

The consultation on governance issues integrated inputs provided by IPDC Council members and was tabled at the IPDC 61<sup>st</sup> Bureau meeting (see *Consultation on IPDC Governance, Procedures and Working Methods*). These inputs were also shared with the house-wide Working Group on governance. IPDC inputs to this exercise were provided to all Member States through the internet site of the Working Group/Sub-Group 2 .

### **3. BUREAU RECOMMENDATION TO THE COUNCIL**

The Bureau, having considered the recommendations of the Working Group, recommends to the Council to:

- Take action on the general recommendations for all international and intergovernmental bodies (IIBs) of the open-ended Working Group on governance (39 C/20 and 39 C/70) and, of General Conference resolution 39 C/Res 87, and identify those recommendations that need further discussion and those that require immediate implementation (as per attached table);
- Take action on the specific recommendations addressed to IPDC as per attached table.

### **4. COUNCIL DECISION**

The Council, having considered the recommendations of the Working Group and of the Bureau, may wish to decide to:

- Take note of the general recommendations for all international and intergovernmental bodies (IIBs) of the open-ended Working Group on governance (39 C/20 and 39 C/70) and, of General Conference resolution 39 C/Res 87, and implement its recommendations as per attached table (annex 1);

Annexes :

1. Recommendations of the Working Group and Draft Council Decisions
2. Tentative Calendar of the Intergovernmental Meetings of the IPDC

Hyperlinks:

- Open-ended Working Group Recommendations (document [39 C/20](#) and [39 C/70](#))
- [39<sup>th</sup> General Conference Resolution 39 C/Res 87](#)  
(<http://unesdoc.unesco.org/images/0026/002608/260889e.pdf> )



**WORKING GROUP ON  
THE GOVERNANCE, PROCEDURES, AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO  
RECOMMENDATIONS AND DRAFT COUNCIL DECISIONS**

**B. GENERAL RECOMMENDATIONS FOR ALL INTERNATIONAL AND INTERGOVERNMENTAL BODIES (IIBs)**

**Efficiency (mandate, composition, structure, rules of procedure, methods of work)**

<b>Recommendation</b>	<b>Secretariat Comments</b>	<b>Bureau recommendation to the Council</b>	<b>Council draft decision</b>
56. IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent with approved C/5 priorities and responsive to current global developments, such as the 2030 Sustainable Development Agenda and the Paris Agreement on Climate Change.	IPDC's mandate is already in line with C/5 priorities and global agendas. However, this should be kept in mind when the new strategic framework is developed and every time a new C/5 is adopted.	The Bureau agrees to recommend to the Council to take note of this recommendation and keep it in mind when the new strategic framework is developed.	The Council takes note and ensures implementation within the context of the new strategic framework and every time a new C/5 is adopted.



57. To promote diversity and inclusivity, voluntary term-limits of two consecutive mandates are recommended for IIBs which currently do not have term limitations for membership.	If approved by the Council, it will require the amendment of IPDC Statutes and Rules of Procedure as necessary.	The Bureau agrees to recommend to the Council to implement this recommendation.	The Council takes note of recommendation 57 and recommends that the Statutes be amended accordingly by the General Conference and subsequently that the Rules of Procedure be amended by the Council by reproducing the concerned amendments.
58. As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	If approved by the Council, it will require the amendment of IPDC Statutes and Rules of Procedure as necessary.	The Bureau agrees to recommend to the Council to implement this recommendation.	The Council takes note of recommendation 58 and recommends that the Statutes be amended accordingly by the General Conference and subsequently that the Rules of Procedure be amended by the Council by reproducing the concerned amendments..
59. For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider “right-sizing” the composition of the IIBs.	The Council’s membership of 39 allows for involvement of Member States, and a smaller size would not significantly reduce costs.	The Bureau considers that the IPDC Council has the appropriate size to ensure geographical diversity.	The Council takes note but considers that the Council has the appropriate size to ensure geographical diversity.
60. There is a need to reduce and manage politicization of nominations and decisions.	IPDC’s decision-making is traditionally by consensus and country nominations are agreed within regional groups.	The Bureau agrees that current practices are satisfactory.	The Council takes note but considers that current nomination and decision practices are satisfactory.

	The Chair should be motivated for and agreed based on expertise of the proposed candidates.		
61. To enhance visibility and the effectiveness of the work of the IIBs, more effective information-dissemination is recommended through updating and enhancement of websites and outreach to all involved actors, including Member States and their National Commissions.	An improved communication platform is to be developed, following recommendation of the External Evaluator.	The Bureau agrees to recommend to the Council to implement this recommendation using the opportunity of the improved communication platform to be developed by the Secretariat, in line with recommendations of the External Evaluator.	The Council takes note and will ensure implementation within the framework of the implementation of the External Evaluation Recommendations.
62. Earlier preparation and dissemination of draft agendas and preliminary timetables, mainly by using the same template containing hyper-links to documents to be adopted/discussed in sessions.	Current statutory deadline of six weeks before meeting seems sufficient.	The Bureau agrees that current practices are satisfactory.	The Council takes note although considers that current practices are satisfactory.
63. The Secretariat is invited to promote a harmonized virtual working environment for all IIBs and to revisit UNESCO's "Strategy on Knowledge Management and Information & Communication Technology". Simple, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).	IPDC already developed an on-line platform and reduced the number of documents produced for Bureau and Council sessions. This platform needs to be further improved, following recommendation of the External Evaluator.	The Bureau agrees to recommend to the Council to implement this recommendation using the opportunity of the improved communication platform to be further developed by the Secretariat, in line with recommendations of the External Evaluator.	The Council takes note and will ensure implementation in line with the recommendations of the External Evaluator.

64. Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	There have been informal meetings convened during the past biennium, which facilitate decisions at formal meetings. The improved platform proposed by the External Evaluator will further assist here.	The Bureau agrees that current practices are satisfactory.	While considering that current practices are satisfactory, the Council takes note of this Recommendation and requests the Secretariat to continue in this direction.
65. It is recommended that the Rules of Procedure of the IIBs be amended, when relevant, to advance the deadline for submission of candidatures to their subsidiary bodies from 48 hours to seven days before elections.	If agreed by the Council, this would require an amendment to the Statutes and Rules of Procedure.	The Bureau agrees to recommend to the Council to support this recommendation.	The Council takes note of recommendation 65 and recommends that the Statutes be amended accordingly by the General Conference and subsequently that the Rules of Procedure be amended by the Council by reproducing the concerned amendments

#### Harmonization (role of Bureaus, transparency)

Recommendation	Secretariat Comments	Draft Bureau recommendation to the Council	Council draft decision
66. The role, composition and procedures of Bureaus and their members should be clarified	The IPDC Secretariat is willing to participate, if	The Bureau agrees to recommend to the Council	The Council welcomes a UNESCO-wide exercise to

and harmonized through codification in rules of procedure/ statutes or development of general guidelines for all IIBs, in close cooperation with the Secretariat.	needed, in the development of general guidelines for all IIBs.	to support this recommendation.	harmonize rules of procedure, statutes and guidelines and therefore supports this recommendation.
67. It is suggested that Bureaus' composition be set, as much as compatible with individual IIBs' mandates, at a maximum of six members (Chair, Rapporteur, and four Vice-Presidents from the six Electoral Groups).	The current composition of 8 members allows for a representative of a French-speaking African country and one from an English-speaking African country. If reduced to 6, the African region will only have one representative. If changed, it will require the amendment of IPDC Statutes and Rules of Procedure as necessary.	The Bureau recommends to reflect on this, taking into account the increased responsibility put on the members and considers that an exception in the case of IPDC may be needed. The Bureau agrees to submit this recommendation for reflection and final decision by the Council.	The Council takes note of this Recommendation but taking into account the high volume of work assigned to Bureau members, particularly when assessing over a hundred projects for final selection, considers that the current composition of the Bureau is satisfactory and should therefore remain.
68. The intergovernmental nature of Bureaus should be reaffirmed while maintaining expert engagement. In this regard, the attached guidelines on responsibilities of Bureau members are recommended for dissemination to all Governing Bodies and IIBs (see Annex to table)	See specific recommendation to IPDC related to this same issue. (section C below).	The Bureau agrees to recommend to the Council to take note of this recommendation and discuss it within the framework of the specific recommendation addressed to IPDC.	The Council takes note of this Recommendation and will address this issue within the context of Recommendation n. 81

69. Documents related to Bureau meetings should appear online before meetings take place; outcomes, including reports of Bureau meetings, should be communicated to all members, and as appropriate, all Permanent Delegations, in a timely manner.	This is already the practice. All documents are on-line six weeks before statutory meetings.	The Bureau agrees that current practices are satisfactory.	The Council takes note of this Recommendation and considers that current practices are satisfactory.
70. Elections of Bureaus should be held, as much as possible, soon after elections for seats on the IIBs conducted at the General Conference, to avoid having Bureau members from Member States, which are no longer members of the IIBs concerned.	The Secretariat of the General Conference shall be consulted on the feasibility of this right after the elections or through an on-line procedure.	The Bureau agrees to recommend to the Council to explore the possibility of requesting newly elected Council members to elect their Bureau right after the General Conference elections.	The Council takes note of this Recommendation and decides to adopt the calendar in Annex 2.
71. As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	This is already the case for all IPDC meetings.	The Bureau agrees that current practices are satisfactory.	The Council takes note of this Recommendation and considers that current practices are satisfactory.
72. Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	An improved communication platform is to be developed, following recommendation of the External Evaluator.	The Bureau agrees to recommend to the Council to implement this recommendation using the opportunity of the improved communication platform to be developed by the Secretariat, in line with recommendations of the External Evaluator.	The Council takes note and will ensure implementation in line with the recommendations of the External Evaluator.

73. Gender-neutral language be adopted throughout all UNESCO documents.	This is already the practice.	The Bureau agrees that current practices are satisfactory and recommends to the Council to reaffirm the importance of using gender-neutral language in all IPDC documents.	The Council takes note of this Recommendation and considers that current practices are satisfactory.
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#### Alignment with overarching priorities of UNESCO

<b>Recommendation</b>	<b>Secretariat Comments</b>	<b>Draft Bureau recommendation to the Council</b>	<b>Council draft decision</b>
74. All IIBs should have the opportunity to submit formal inputs to the mid-term strategy C/4 and the draft Programme and Budget C/5 documents of UNESCO.	If agreed, this will need to be raised in relevant discussions of the Executive Board and General Conference	The Bureau considers that it would be positive to give a voice to the Council in the preparation of CI strategy, programme and budget and agrees to recommend to the Council to further discuss this issue through the Executive Board and General Conference.	The Council takes note of this Recommendation and requests the Chair to raise this issue in relevant discussions of the Executive Board and General Conference.
75. A feedback mechanism can be envisaged for substantive dialogue between Member States and IIBs, beyond the limited reporting to the General Conference. This could be	Same as above	Same as above	The Council takes note of this Recommendation and requests the Chair to raise this issue in relevant

<p>through information meetings or briefings. Reporting to the General Conference should be enhanced through a new more strategic and results-oriented reporting format to be followed by debate and General Conference resolutions to provide feedback to IIBs.</p>			<p>discussions of the Executive Board and General Conference.</p>
<p>76. Orientation sessions for new members of all IIBs, especially for Chairpersons and Bureau members, should be institutionalized and include introduction to the C/4 and C/5 frameworks. To that end, a short user-friendly guidebook including good practices and acronyms could be produced to familiarize members with working methods and C/4 and C/5 mechanisms.</p>	<p>The IPDC Secretariat is willing to organize orientation sessions for new members of IPDC and welcomes a user-friendly guidebook to be produced on UNESCO working methods house-wide.</p>	<p>The Bureau agrees to recommend to the Council to support this recommendation.</p>	<p>The Council takes note of this Recommendation, welcomes the production of a house-wide guidebook for all IIBs and requests the IPDC Secretariat to include an agenda item at the beginning of Council meetings presenting the Programme to new Council members, including its contribution to C/4 and C/5, and to organize induction sessions for new Bureau members.</p>

**Coherence, coordination and synergies**

<b>Recommendation</b>	<b>Secretariat Comments</b>	<b>Draft Bureau recommendation to the Council</b>	<b>Council draft decision</b>

77. Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	If agreed, this would need to be discussed within the framework of the Executive Board and General Conference	The Bureau agrees to recommend to the Council to further discuss this issue within the framework of the Executive Board and General Conference discussions.	The Council takes note of this Recommendation and requests the Chair to raise this issue in relevant discussions of the Executive Board and General Conference.
78. Use of languages for inclusivity and effectiveness remains an important objective.	This is already the practice.	The Bureau agrees that current practices are satisfactory.	The Council takes note of this Recommendation and considers that current practices are satisfactory.
79. IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	A coordination system should be put in place house-wide.	The Bureau agrees that enhanced coordination would be welcome.	The Council takes note of this Recommendation and requests the Secretariat to coordinate dates with relevant house-wide coordinating units and/or systems.

**Best practices**

<b>Recommendation</b>	<b>Secretariat Comments</b>	<b>Draft Bureau recommendation to the Council</b>	<b>Council draft decision</b>
80. Best practices should be shared and replicated or, if necessary, adjusted to reflect specificities with the aim to promote governance mechanisms that facilitate strategies and action plans anchored on the C/4 and C/5. Attached, in this regard, is a non-exhaustive <a href="#">list of best practices</a> identified by the Working Group.		The Bureau agrees to recommend to the Council to take note of the best practices identified by the Working Group.	The Council takes note of this Recommendation as well as of the best practices identified by the Working Group.



**C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES**

<b>Recommendation</b>	<b>Secretariat Comments</b>	<b>Draft Bureau recommendation to the Council</b>	<b>Council draft decision</b>
81. Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	The additional cost of organizing a Council meeting every year is estimated to 80,000 US \$.	Due to an oversight, this recommendation was not included in the table considered by the Bureau.	The Council takes note of this recommendation and considers that current practices are satisfactory.

**Intergovernmental Council of the International Programme for the Development of Communication (IPDC)**

<b>Recommendation</b>	<b>Secretariat Comments</b>	<b>Draft Bureau recommendation to the Council</b>	<b>Council draft decision</b>
88. (a) Reaffirm the intergovernmental nature, especially of the Bureau, while retaining expert engagement.	As per IPDC Statutes, <i>the persons appointed by Member States as their representatives on the Council shall preferably be specialists in the fields covered by the IPDC Programme</i> . To ensure this dual function (intergovernmental nature and subject expertise), it is important that country delegations backstop their experts and ensure proper communication and follow-up.	The Bureau recommends to the Council to implement this recommendation and request their respective country delegations to backstop expert Council members by ensuring proper communication and follow-up.	The Council takes note of this Recommendation and agrees to request to their country delegations to backstop expert Council members by ensuring proper communication and follow-up.
88. (b) Develop clear, objective criteria for approval of projects.	To be implemented, also in line with the	The Bureau agrees to recommend to the Council	The Council requests the Secretariat to implement

	recommendations of the External Evaluator.	to request the Secretariat to implement this recommendation.	this Recommendation, also in line with the follow-up to the External Evaluation.
88. (c) Examine roles of Bureau and Council in selection of projects.	<i>As per IPDC statutes, the Bureau shall assume full responsibility for project selection, approval and allocation of funds from the Special Account and plan the organization of work of the Council session.</i>	The Bureau recognizes that this issue is addressed by the External Evaluation and its Recommendation n. 7.	The Council takes note of this Recommendation and will take appropriate action within the context of Recommendation n. 7 of the External Evaluation.
88. (d) More balanced consideration of six priorities, including capacity-building.	To be considered within the development of the new strategic framework as recommended by the External Evaluator.	The Bureau agrees to recommend to the Council to take this recommendation into account when defining the new strategic framework for the Programme.	The Council takes note of this Recommendation and will take appropriate action within the context of the new strategic framework for the IPDC Programme.