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CONFERENCE OF PARTIES TO THE
CONVENTION ON THE PROTECTION AND PROMOTION OF THE
DIVERSITY OF CULTURAL EXPRESSIONS

Seventh session
Paris, UNESCO Headquarters, Room II
4-7 June 2019

Item 10 of the provisional agenda: Monitoring the implementation of the relevant recommendations of the open-ended Working Group on Governance, Procedures and Working Methods of UNESCO's Governing Bodies (39 C/Resolution 87)

At its 39th session (2017), the General Conference of UNESCO invited the Executive Board, the Director-General and the governing bodies of UNESCO to implement the recommendations of the open-ended Working Group on Governance, as presented in Document 39 C/70 (39 C/Resolution 87). The document presents the status of the follow-up to the recommendations that are relevant to the governing bodies of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005), including the Committee's discussions at its twelfth session (December 2018).

Decision required: paragraph 23

1. This document presents an overview of the follow-up to the recommendations of the Open-ended Working Group on Governance, Procedures and Working Methods of UNESCO's Governing Bodies that are relevant to the governing bodies of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005). It is accompanied by the Committee's discussions at its twelfth session (December 2018).

2. At this session, the Conference of the Parties is invited to review the status of implementation of the recommendations of the Working Group by considering the information in Annex. It should also take decisions on the recommendations for which actions are proposed to Parties, taking into account the Committee's discussions at its twelfth session (December 2018). The recommendations requiring decisions are listed in paragraph 19 below and are accompanied by the specific actions proposed to the Parties.

3. As a reminder, since 2013, the General Conference has adopted three resolutions to review the performance of all of UNESCO's governing bodies with a view to reforming the Organisation's governance and reducing its costs. They are:

    -   Resolution 37 C/96
    -   Resolution 38 C/101
    -   Resolution 39 C/87

Self-assessment of governing bodies (2013-2015)

4. First, the General Conference invited "all governing bodies, intergovernmental programmes, committees and organs established by conventions (…) to perform a self-assessment covering the overall relevance of their work in relation to their specific terms of reference as well as the efficiency and effectiveness of their meetings, including the impact and utility of experts' time" (37 C/Resolution 96, Document 37 C/49 and Add.).

5. As a reminder, at its seventh session (December 2013), the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter referred to as "the Committee"), established under the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter referred to as "the Convention"), welcomed Document 37 C/49 on governance reform. It was in this context that the Committee invited all Parties to participate in a self-assessment exercise within the common framework provided by the External Auditor and requested the Secretariat to facilitate this work (Decision 7.IGC 13). The result of the self-assessment was submitted to the Committee at its eighth session (December 2014; see Document CE/14/8.IGC/6).[1] It took note of the audit and the results of the self-assessment exercise (Decision 8.IGC 6).

6. At its fifth session (June 2015), the Conference of Parties invited the Committee to continue monitoring the implementation of recommendations, notably those resulting from the external audit (Resolution 5.CP 14).

7. The results of the self-assessment by the governing bodies were included in the External Auditor's report.[2] Among the main conclusions drawn from this exercise was the Parties' confirmation of the relevance of the Convention's existing governance model. They also confirmed that the governing bodies function in a satisfactory manner and that they have become increasingly effective over time. On the subject of resource allocation, Parties expressed a clear need to strengthen the human and financial resources available to the Secretariat of the Convention. Since a lack of resources can sometimes hamper the implementation of resolutions and decisions adopted by the governing bodies, Parties

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[1]   See the detailed summary record of the eighth session of the Committee, Document CE/15/9.IGC/3, paragraphs 94 to 100.

[2]   See Document 197 EX/28, Annex, paragraphs 9 to 12, August 2015.

found it necessary to implement an effective fundraising strategy to increase the visibility of the Convention. Parties were fully satisfied that processes were completely transparent and there were no issues of conflicts of interest. Parties welcomed the report and made no further comments

Establishment of the Working Group on governance and implementation of the recommendations of the External Auditor's report (2015 -2017)

8.   Second, reaffirming the need for a comprehensive and holistic reform of UNESCO to increase the effectiveness and efficiency of governance and improve strategic decision-making in the Organisation, the General Conference decided to establish an open-ended Working Group[3] on governance, procedures and working methods of the governing bodies of UNESCO (38 C/Resolution 101). The working group on governance created two sub-groups: sub-group 1, on the structure, composition and methods of work of the governing bodies (General Conference and Executive Board); and sub-group 2, on the "Structure, composition and methods of work of UNESCO's international and intergovernmental bodies."

9.   The General Conference also requested the Director-General to initiate the implementation of recommendations 1, 11 and 13 of the report of the External Auditor, included in Document 38 C/23, to take concrete measures to improve governance and to report on the proposals formulated to the Chairperson of the working group on governance.

10.   As a reminder, at its tenth session (December 2016), the Committee stressed that the matter was of great importance to UNESCO and recalled the need for a governance review addressing all bodies and conventions.[4] It also noted that although all the recommendations of the External Auditor were relevant, not all were applicable to the Convention. The Committee was nonetheless pleased to see that most of the recommendations had been studied and already implemented. It also discussed the limited resources of the Secretariat, notably, the issue of limited human resources. The Committee raised the question as to how to improve the conditions for implementation of the Convention, particularly in the context of the 2030 Agenda for Sustainable Development. Finally, the Committee proposed that the agenda of the sixth session of the Conference of Parties, in June 2017, should include an item on governance, procedures and working methods of the governing bodies (Decision 10.IGC 5, paragraph 7).

11.   At its sixth session (June 2017), the Conference of Parties noted with satisfaction the work carried out to improve and streamline the working methods of the governing bodies of the Convention; it also took note of the status of the follow-up to the recommendations of the audit on the governance of UNESCO and dependent entities, funds, and programmes. The Conference of Parties requested the Secretariat to submit Document DCE/17/6.CP/8 and Resolution 6.CP 8 to the Chairperson of the open-ended working group on governance, procedures and working methods of the governing bodies of UNESCO (Resolution 6.CP 8).

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3   Pursuant to 38 C/Resolution 101, the mandate of the working group on governance is to examine the governance, procedures and working methods of the governing bodies of UNESCO on the basis of the following: the views and proposals received from Member States; the External Auditor's report on the governance of UNESCO and its dependent entities, funds, and programmes; relevant evaluations and audits by the Internal Oversight Service (IOS); and previous decisions and resolutions related to governance. The working group on governance is tasked with formulating a set of recommendations.

4   See the detailed summary record of the tenth ordinary session of the Committee, Document CE/17/11.IGC/3, paragraphs 42 to 54.

Implementation of the recommendations of the Working Group (2018-2019)

12.   Third, the General Conference examined the report of the Working Group (Document 39 C/20), and through 39 C/Resolution 87, it endorsed its recommendations as amended by the APX Commission[5] in Document 39 C/70. Through the same resolution, the General Conference invited the Executive Board, the Director-General and the governing bodies of the different organs to implement, as appropriate, said recommendations.

13.   In order to facilitate the Committee's discussions, the Secretariat prepared a table on the status of the follow-up to the recommendations of the working group on governance, as presented in the Annex to Document 39 C/20, that have an impact on the governing bodies of the Convention.

14.   The Annex to this document contains a list of these recommendations, as well as explanations regarding the current status of their implementation. For each of the recommendations concerning the governing bodies of the Convention, it is also specified to which of the following three categories it belongs:

    i.   **Implemented:** Inclusion in this category means that current rules/practices comply with the recommendation in question and that no further action is required;

    ii.   **Implementation ongoing:** Action has already been initiated by the Secretariat (3 recommandations);

    iii.   **Action proposed to Parties:** Action that is considered the responsibility of the Parties is proposed in order to advance the implementation of several recommendations (6 recommandations).

15.   The table shows that out of the 34 recommendations concerning the governing bodies of the Convention, 27 have been implemented, 9 of which were identified by the working group as best practice. One example is Recommendation 58, which advocates term limits of two consecutive mandates for members of the Bureau of the Committee; as provided for in the Rules of Procedure of the Committee, that is already put into practice. Another example is Recommendation 56, which suggests bringing the work of the Convention into line with the Organisation's Programme and Budget. This recommendation has been implemented since 2013, the year in which the Committee adopted its first work plan in accordance with the decisions of the Conference of Parties as to its future activities and based on the UNESCO Programme and Budget (C/5).[6]

16.   As another example, the Secretariat has taken steps to comply with Recommendation 80, which concerns the promotion of best practices. For example, since 2013, the Secretariat has been conducting a survey on the preparation and organisation of statutory meetings. Following each statutory meeting, the Secretariat submits to the governing bodies the survey replies it has received. These replies are supplemented with a summary of action taken to improve and ensure the efficiency of subsequent meetings. This best practice, as identified by the working group on governance, was presented at the meetings held between the Cultural Conventions Liaison Group (CCLG) and the other convention secretaries to encourage a similar approach.

17.   Concerning Recommendation 74, a mechanism to link the work of the Convention with the C/4 (Medium-Term Strategy) and C/5 documents has been achieved. The Committee recognised that the Secretariat prepares the C/4 and C/5 documents taking into account

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[5]   General Conference commission in charge of finance, administration and general questions, programme support and external relations

[6]   Following each session of the Conference of Parties (odd-numbered years), the Committee adopts a work plan which sets out priorities and various activities, and which includes a tentative timeline based on the financial and human resources in the regular programme and on the extrabudgetary funds available. The Committee adopted a work plan in 2013, 2015 and 2017; the next such plan will be adopted in 2020.

the Committee's discussions as well as in the Secretariat's report on its activities (see Document DCE/19/7.CP/7). Therefore, an additional mechanism would be unnecessary.

18. Progress has also been made in the implementation of recommendations that are considered important in terms of working methods. For example, Recommendation 79 calls for better coordination of the planning of statutory meetings to avoid overlap. In 2018, the Committee proposed to the Conference of Parties to postpone its session by two months. Scheduled for December, the Committee's sessions would take place in February. Therefore, the dates for the next session of the Committee are 11-14 February 2020 (Decision 12.IGC 13).

19. Another example is Recommendation 60, which calls for limiting and controlling the politicisation of appointments and decisions. Although the 2005 Convention does not include an appointment process and its decisions are generally not politicised, the Committee invited Parties to apply this recommendation to its quadrennial periodic reports, which should be drafted in a language consistent with the Charter of the United Nations and the 2005 Convention (Decision 12.IGC 7). This issue of non-politicisation was also included in the revision of the operational guidelines on the preparation of periodic reports adopted by the Committee at its twelfth session (December 2018).

20. These methods are recognised not only as a best practice by the Governance Sub-Group, but also in the report of the Multilateral Organisation Performance Assessment Network (MOPAN) published in March 2019[7]. In addition to the two global monitoring reports of the Convention, the MOPAN report highlights the Convention's results-based framework to help determine the more profound impact of the Convention, monitor progress made by Member States, and support country-level reform processes. The report concludes that, thanks to the work of the governing bodies of the 2005 Convention, "UNESCO's role is considered particularly positive in creating an enabling environment for the Convention, including through the creation of a space for the exchange of experiences, the provision of technical assistance and the consolidation of a knowledge base for cultural policies."

21. As a reminder, when the Conference of Parties will review the status of the follow-up to the recommendations of the Working Group, it shall also take into account the follow-up status of recommendations of other audits and evaluations concerning, on one hand, governance issues and, on the other hand, the assessment and monitoring of the Convention's implementation. The following reports have been examined by the Executive Board (Document 194 EX/22):

- *Evaluation of the Pilot Phase of the International Fund for Cultural Diversity* (IOS/EVS/PI/116), whose report was published in 2012 by UNESCO's Internal Oversight Service (hereinafter referred to as "IOS");

- *Audit of the Working Methods of the Six Culture Conventions (IOS/AUD/2013/06):* to assess the adequacy and effectiveness of the working methods of UNESCO's standard-setting action in the Culture Sector, which led to the publication by IOS of a report in September 2013;

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7 The mission of MOPAN is to support its members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. The MOPAN assessments provide a snapshot of four dimensions of organisational effectiveness (strategic management, operational management, relationship management, and knowledge management), but also cover development effectiveness (results). See MOPAN report "2017-18 ASSESSMENTS – United Nations Educational, Scientific and Cultural Organisation (UNESCO)", mars 2019 : http://www.mopanonline.org/assessments/unesco2017-18/UNESCO%20Report.pdf.

- *Report of the external evaluation of the International Fund for Cultural Diversity (IFCD)*, (Document DCE/11.IGC/7b) and *Report on the impact of the recommendations of the second external evaluation of the International Fund for Cultural Diversity (IFCD)*, (Document DCE/12.IGC/6).

- *Evaluation of UNESCO's Standard-Setting Work of the Culture Sector, Part IV – 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions* (IOS/EVS/PI/134 REV), whose desk study was published in April 2014 by IOS.

22. The recommendations that require a decision by the Conference of Parties are listed below and are accompanied by an action proposed to Parties for their consideration:

- *Recommendation 65* proposes amending the rules of procedure of the Conference of Parties so that the deadline for submitting candidate nominations for the Committee is advanced from 48 hours to seven days before the opening of the session.

- *Recommendation 66* concerns the role and composition of the Bureaux as well as transparency. It proposes the clarification and harmonisation of roles and compositions through their codification in the rules of procedure. Although the Committee's Rules of Procedure include provisions on the subject, the Conference of Parties' Rules of Procedure only stipulate the composition of the Bureau.

  ➢ **Regarding these two general recommendations, it is suggested that Parties determine whether the Conference of Parties wishes to amend its Rules of Procedure or continue its current practice.**

23. The Committee, at its twelfth session (December 2018), welcomed the status of implementation of the recommendations and highlighted good practices in relation to the Convention. It also discussed recommendations that required actions on the part of Parties or that are "ongoing." For example, regarding Recommendations 77 and 94 concerning the rationalisation of resources, the Committee stressed that it was essential to determine the minimum level of resources required to ensure the functioning of the programmes and identify priorities. It also requested that a human resources analysis for the IFCD be presented to the thirteenth session of the Committee in February 2020. In the context of Recommendation 108 (a) calling for an increase in the number of projects funded by the IFCD, the Committee requested an impact assessment of IFCD projects. With regard to Recommendation 108 (b), the Committee commended the work of the Secretariat and praised donors who had supported the capacity development programme. Finally, the Committee stressed that the only recommendation that would have a significant impact on the Rules of Procedure of the Conference of Parties was Recommendation 65, which proposes to bring forward the deadline for the submission of nominations to the Committee from 48 hours to 7 days before the opening of the session.

24. The Conference of Parties may wish to adopt the following resolution:

DRAFT RESOLUTION 7.CP 10

The Conference of Parties,

1. <u>*Having examined*</u> Document DCE/19/7.CP/10 and its Annex;

2. *Recalling its Resolutions 5.CP 14 and 6.CP 8 and Decisions 7.IGC 13, 8.IGC 6, 10.IGC 5 and 12.IGC 8 of the Committee on issues of governance;*

3. *Also recalling 39 C/Resolution 87 of the General Conference, the Internal Oversight Service (IOS) Audit of the Working Methods of Cultural Conventions, and the IOS Evaluation of UNESCO's Standard-Setting Work of the Culture Sector;*

4. *Notes with satisfaction the work carried out to improve and streamline the working methods of the governing bodies of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005);*

5. *Takes note of the status of the follow-up to the recommendations of the Open-ended Working Group on Governance, Procedures and Working Methods of the Governing Bodies of UNESCO (39 C/Resolution 87) and highlights the best practice approaches pioneered by the governing bodies of the Convention;*

6. *Requests the Secretariat to implement Recommendations XX approved at this session;*

7. *Approves the recommendation to hold future sessions of the Committee in February and approves the dates of the thirteenth session (11-14 February 2020);*

8. *Requests the Secretariat to submit Document DCE/19/7.CP /10 and Resolution 7.CP 10 to the Chairperson of the Open-ended Working Group on Governance, Procedures and Working Methods of the Governing Bodies of UNESCO.*

ANNEX

Recommendations of the Open-ended Working Group on Governance, Procedures and Working Methods of the Governing Bodies of UNESCO

Part 2. Structure, composition and methods of work of UNESCO's international and intergovernmental bodies (IIBs)[8]

Recommandation	Implementation status[9]
B. General recommendations for all international and intergovernmental bodies (IIBs)	
Efficiency (mandate, composition, structure, rules of procedure, methods of work)	
56. IIBs are invited to update their mandates, as appropriate, including their objectives and programmes, to be more coherent with approved C/5 priorities and responsive to current global developments such as the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change.	**Implemented** **(2 best practices of the 2005 Convention[10])** **(Good practice in the MOPAN Report[11])** The mandates of the Conference of Parties and Intergovernmental Committee are defined in the text of the Convention, in Articles 22 and 23 respectively. Since the fourth session of the Conference of Parties (June 2013), the Committee has adopted a work plan that defines and determines priorities and the different activities envisaged and contains an approximate timetable based on the financial and human resources of the regular programme and the extrabudgetary funds available. The adopted work plan complies with the priorities and future activities defined by the Parties at their last session. The Committee adopted a work plan in 2013, 2015 and 2017. The next will be adopted in 2020. Since December 2017, based on the high-priority activities identified by the Parties, the Committee's work plan has also included the performance indicators and targets set out in the Programme and Budget 2018-2019 (39 C/5), Major Programme IV, main line of action (MLA) 2, expected result (ER) 7, and the way its work could contribute to the implementation of the 2030 Agenda and its relevant Sustainable Development Goals (SDGs). See the Work plan activities of the Committee (2018-2019) (Annex to Decision 11.IGC 5). Since 2018, the "Create | 2030" Talks organised by UNESCO, particularly during the meetings of the governing bodies, have enabled Parties to understand how investments in creativity can have a direct impact on the implementation of the 2030 Agenda for Sustainable Development. "Create | 2030" Talks also took place in 2019 in Thailand and Burkina Faso. The next ones will take place during the 7th Conference of the Parties (June 2019).

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[8]   To see all recommendations, including Part 1 pertaining to the governing bodies of UNESCO (General Conference and Executive Board), see documents 39 C/20 and 39 C/70.

[9]   The status of implementation of the recommendation identifies the recommendations **implemented**, those **in progress** and those for which **action by the Parties is proposed.**

[10]   The good practices of the 2005 Convention listed in this table are those identified by the Working Group in the Non-exhaustive List of Good Practices of the OII Appendix 3 of Document 39/C 20. The Working Group has identified nine of them, they are shown in bold in the table.

[11]   For the MOPAN report, see footnote 8.

Recommandation	Implementation status[9]
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.	**Implemented** A Committee member cannot be re-elected for a second consecutive mandate (except if an electoral group has the same number of candidates as available seats). *Rule 16 of the Rules of Procedure of the Conference of Parties*
58. As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	**Implemented** **(2 best practices of the 2005 Convention)** The Bureau of the Committee is elected each year at the session preceding the start of its mandate, which then runs until the election of the next Bureau, *i.e.*, for one year. Bureau members are not immediately re-eligible. *Rules 11 and 12 of the Rules of Procedure of the Committee* Since 2016, a work meeting of the Bureau and representatives of civil society has been held before each Committee session to identify civil society's priorities regarding the items on the agenda. The third meeting was held in 2018, at the twelfth session of the Committee. The Bureau of the Conference of Parties is elected at the opening of the session of the Conference of Parties (first item on the agenda). Its mandate runs until the election of the next Bureau, *i.e.*, for two years. It should be noted that none of the members of the Bureau have had their mandate renewed for a second time. *Rule 5 of the Rules of Procedure of the Conference of Parties*
59. For cost-saving, coherence and harmonisation, it is recommended that IIBs and the General Conference consider "right-sising" the composition of the IIBs.	**Implemented** The Committee is composed of 24 members (Article 23.4 of the Convention) elected for a four-year mandate by the Conference of Parties. Every two years, at the session of the Conference of Parties, half of its members come to the end of their mandate. Next election for half of the Committee members: June 2019. *Rule 16 of the Rules of Procedure of the Conference of Parties*
60. There is a need to reduce and manage the politicisation of nominations and decisions.	**Implemented** The 2005 Convention does not have a nomination process and its decisions are generally not politicised. Nonetheless, in 2018, the Committee invited Parties to implement Recommendation 60 on the need to reduce and manage the politicisation of nominations and decisions, and to apply it to quadrennial periodic reports that should be drafted in a language consistent with the Charter of the United Nations and the 2005 Convention. *Decision 12.IGC 7*

Recommandation	Implementation status[9]
61. To enhance visibility and the effectiveness of the work of the IIBs, more effective information-dissemination is recommended through updating and enhancing websites and sensitising all involved actors, including Member States and their National Commissions.	**Implemented** **(Best practice of the 2005 Convention)** The Secretariat publishes all the information pertaining to the meetings, events, activities and projects of the 2005 Convention on the Convention's website (https://en.unesco.org/creativity/). The dissemination of information and the visibility of the periodic reports is a priority, particularly through the publication of the Global Report on Monitoring the 2005 Convention. Two global reports have already been published (2015 and 2018). The next will be published in 2021. Another priority is visibility and informing the public about funding requests to the International Fund for Cultural Diversity (IFCD) and the activities generated by extrabudgetary funds under the global capacity-building strategy. Moreover, a stakeholder outreach strategy has been developed to enhance partner involvement in the implementation of the Convention. It was favourably received by the Committee at its twelfth session (December 2018) and its transmitted to the seventh session of the Coference of Parties (June 2019). *Decision 12.IGC 11* Additionally, when necessary, the Secretariat systematically communicates in writing with the Parties to the Convention, Committee members and all Convention stakeholders (particularly the Permanent Delegations to UNESCO, National Commissions, national contact points for the Convention, civil society organisations, UNESCO Chairs and Category 2 Centres).
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.	**Implemented** The statutory deadline for the distribution of the Committee's provisional agenda is sixty days before the opening of the sessions. *Rule 3.2 of the Rules of Procedure of the Committee* The Rules of Procedure of the Conference of Parties do not define a statutory deadline. The customary practice of the Secretariat is to make the provisional agenda available online and to attach it to the letter of invitation to the sessions of the Conference of Parties and the Committee well in advance of the statutory deadline, together with the provisional timetable. For example, the Secretariat sent the letter of invitation, the provisional agenda and the provisional timetable of the sixth Conference of Parties on 16 March 2017, three months prior to the session beginning on 12 June 2017. Hyper-links are used in the working and information documents of the governing bodies of the 2005 Convention. As the statutory deadline for the working documents is different to that of the publication of the agenda, 30 days later, it is difficult to add hyper-links for documents that are not yet finalised, unless a revised version of the agenda is released once the working documents are made available online.

Recommandation	Implementation status[9]
63. The Secretariat is invited to promote a harmonised 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).	**Implementation ongoing** A knowledge management system has been established and is in constant development. It allows the Parties to have access to all documents of the statutory meetings of the governing bodies, as well as various platforms vital for the implementation of the Convention's mechanisms. For example, the quadrennial periodic reports platform or the International Fund for Cultural Diversity platform. Moreover, the knowledge management system provides access to extensive information about the ongoing activities and programmes of the Parties to the Convention. Since 2016, the Secretariat has been making every effort to produce working documents and analytical information documents on the impact and results of activities and programmes carried out to implement the Convention. These documents are presented in summary form and recall the background on the item so as to ensure easy monitoring (the average working document is about ten pages long). See Recommendation 62 on the proposal to insert hyper-links in the agenda. See also Recommendation 108 (b).
64. Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	**Implemented** **(Best practice of the 2005 Convention)** A presentation of the work and working methods is provided to the members of the Committee and to the Parties for each session. The Secretary of the Convention and members of the Secretariat hold meetings with each regional group made up of Committee members and Parties to discuss items on the agenda of the session, content of the working and information documents and draft decisions, in the month leading up to the session. To ensure an inclusive decision-making process, the Secretariat communicates the proposed amendments in advance. It should be noted that the Committee members and the Parties take the final decision regarding all draft decisions during the session. See also Recommendation 76.
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.	**Action proposed to Parties** According to the Rules of Procedure: "[t]he list of candidatures [for the Committee] shall be finalised 48 hours prior to the opening of the Conference of Parties. No candidature will be accepted in the 48-hour period preceding the opening of the Conference." *Rule 17.3 of the Rules of Procedure of the Conference of Parties* The Conference of Parties will have to decide whether it wishes to amend its Rules of Procedure or continue with the current practice.

Recommandation	Implementation status[9]
Harmonisation (role of Bureaus and transparency)	
66. The role, composition and procedures of Bureaux and their members should be clarified and harmonised through codification in rules of procedure/statutes or development of general guidelines for all IIBs, in close cooperation with the Secretariat.	**Impemented / Action proposed to Parties** The Rules of Procedure of the Committee clarify the role of its Bureau which "shall coordinate the work of the Committee and fix the dates, times and order of business of meetings" (Rule 11). Details are given regarding the role of the Chairperson (Rules 13 and 14) and the replacement of the Rapporteur (Rule 15). Vice-Chairpersons and a Rapporteur, in conformity with the principle of equitable geographical representation" A maximum of 6 members. *Rules 11 to 15 of the Rules of Procedure of the Committee* The Rules of Procedure of the Conference of Parties indicate the composition of the Bureau as follows: "[t]he Conference shall elect a Chairperson, one or more Vice-Chairpersons and a Rapporteur". The maximum number of members is six. *Rule 5 of the Rules of Procedure of the Conference of Parties* It is up to the Conference of Parties to decide whether it wishes to clarify the Bureau's role and procedures in its Rules of Procedure.
67. It is suggested that Bureaus' composition be set, as much as compatible with individual IIBs' mandates, at a maximum of six members (Chairperson, Rapporteur, and four Vice-Chairpersons from the six electoral groups).	**Implemented** For the Conference of Parties and the Committee, the composition of the Bureau is set at a maximum of six members: a Chairperson, a Rapporteur and four Vice-Chairpersons. *Rule 11.1 of the Rules of Procedure of the Committee.* *Rule 5 of the Rules of Procedure of the Conference of Parties.* See also recommendation 66.
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 (Appendix 3).	**Implemented** The Bureaus of the governing bodies are composed of representatives of the Committee members and of the States Parties to the Convention and are therefore, by definition, intergovernmental in nature. The recommendations of the working group are transmitted to the Committee at its twelfth session (December 2018) and to the Conference of Parties at its seventh session (June 2019).
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	**Implemented** The Bureau meetings of the bodies are held during their sessions. In practice they are held the day after the opening of the session. No documents are prepared for Bureau meetings and no decision is taken. These reunions provide an opportunity to exchange information on agenda items, consider whether proposals for amendments will be made in plenary and discuss the issues of the session if necessary. Immediately after each meeting of the Bureau of the Committee and the bureau of the Conference of the Parties, the Chairperson orally

Recommandation	Implementation status[9]
Delegations, in a timely manner.	informs Committee members and Parties of the discussions of the Bureau. These discussions and decisions are then recorded in the detailed summary records of the respective bodies, which is adopted by the body concerned and made available online at the end of each session to ensure complete transparency. The oral presentation made by the Chairperson and the detailed summary records of the governing bodies are made publicly available thus ensuring transparency of the discussions and decisions taken by the Bureaus. See also Recommendation 99
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 that are no longer members of the IIBs concerned.	**Implemented** The Conference of Parties elects the members of its Bureau at the beginning of each session. They remain in office until the beginning of the following session. This differs from the Committee, which elects the members of its Bureau at the end of each ordinary session. Committee members remain in office until the end of the following session. *Rule 11.1 of the Rules of Procedure of the Committee*
71. As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	**Implemented** In practice, Bureau meetings only involve Bureau members. No such requests have been made by Committee members, Parties or non-members of the Bureaus since 2007, the year of the first Bureau meeting of the bodies (respectively 14 Bureau meetings for the Committee and 6 Bureau meetings for the Conference of the Parties). See also Recommendation 69 on transparency.
73. Gender-neutral language should be adopted throughout all UNESCO documents.	**Implemented / implementation ongoing** In general, the Basic Texts of the Convention adopt a gender-neutral language. However, some sections of these texts could be revised to fully incorporate this in their forthcoming 2019 publication. With regard to publications, such as the Global Report on the monitoring of the 2005 Convention (2015 and 2018) or the Information Kit on the Convention (2018), attention is paid to gender-neutral language whenever possible.
Alignment with overarching priorities of UNESCO	
74. All IIBs should have the opportunity to submit formal inputs to the Medium-Term Strategy (C/4) and the Programme and Budget	**Implemented** The discussions held among the Convention's bodies are taken into account by the Secretariat to prepare the preliminary propositions on the C/5.

Recommandation	Implementation status[9]
(C/5) documents of UNESCO.	In addition, the Secretariat's report on its activities submitted to each statutory meeting indicates the relationships and links to be made between the priorities defined by the Conference of Parties, the formulation of the C/4 and C/5 documents and the Committee's work plan.
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 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.	**Implemented** The report on the implementation of the programme and, by extension, on the work of the governing bodies of the Convention, is drawn up since it is part of the Document C/5 results, through Documents EX/4 (Report by the Director-General on the execution of the programme, submitted to the Executive Board) and C/3 (Report of the Director-General on the activities of the Organisation (implementation of Document C/5) submitted to the General Conference). See also Recommendation 98.
76. Orientation sessions for new members of all IIBs, especially for Chairpersons and Bureau members, should be institutionalised and include introduction to the C/4 and C/5 frameworks. To that end, a short user-friendly guidebook including best practices and acronyms could be produced to familiarise members with working methods and C/4 and C/5 mechanisms.	**Implemented** **(Good practice in the MOPAN Report)** Before each session of the Committee and the Conference of Parties, the Secretary of the Convention holds informal information meetings with each regional group. These meetings inform members of the Committee and Parties about the agenda of the session, all the information and working documents submitted to them during sessions, and the decisions to be made. The information and working documents submitted by the Secretariat are always aligned with the C/4 and C/5. With regard to the Committee, the Secretary of the Convention holds meetings before each session with the Chairperson concerning the items of the agenda, the role of the Chairperson, the Rules of Procedure of the Committee and the working methods. The Secretary prepares for the Chairpersons of the Committee and the Conference of Parties a list of all the documents needed to chair the session. The Rapporteur of each governing body is supported and coached throughout the session by a member of the Secretariat. See also Recommendation 64.
Coherence, coordination and synergies	
77. Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	**Action proposed to Parties**

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	This recommendation is directly related to the adoption of the C/5 Document, which is the responsibility of UNESCO Member States, Parties to the Convention. See also Recommendation 94.
78. Use of languages for inclusivity and effectiveness remains an important objective.	**Implemented** The working languages of the Conference of Parties are, Arabic, Chinese, English, French, Russian and Spanish. It should be noted that: "speakers may, however, speak in any other language, provided that they make their own arrangements for interpretation of their speeches into one of the working languages." *Rule 12 of the Rules of Procedure of the Conference of Parties.* The working languages of the Committee are English and French. It should be noted that: "[e]very effort shall be made, including through extrabudgetary funding, to facilitate the use of the other official languages of the United Nations as working languages". As for the Conference of Parties, "Speakers may, however, speak in any other language, provided they make their own arrangements for interpretation of their statements into one of the working languages". *Rule 40 of the Rules of Procedure of the Committee.* Efforts are made by the Secretariat to ensure the use of other official languages during Committee sessions when extrabudgetary funding is available. For example, Arabic interpretation was made available during the twelfth session of the Committee in 2018 thanks to the Sultan Bin Abdulaziz Al Saud Foundation of the Kingdom of Saudi Arabia.
79. IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	**Implemented** In 2018, the Committee proposed to the Conference of Parties to postpone its session by two months. Usually scheduled to take place each December, it has been proposed to hold the Committee's sessions in February each year. The next session of the Committee would therefore take place on February 11-14, 2020. *Decision 12.IGC 13.*
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 list of best practices identified by the Working Group (Appendix 3).	**Implemented** **(Best practice of the 2005 Convention)** During the meetings of subgroup 2 of the working group, Member States repeatedly recognised the best practices and appropriate working methods of the Secretariat of the 2005 Convention. In total, nine best practices were highlighted and identified by the working group: see Recommendations 56 (2), 58 (2), 61, 64, 80, 96 and 100. In the context of the meetings of the Cultural Conventions Liaison Group (CCLG), the Secretary of the Convention shares the best practices with the other secretaries to promote good governance mechanisms focused on the C/4 and C/5 strategies and programmes. One example of a best practice that has been shared is the

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	satisfaction survey on the preparation and organisation of statutory meetings transmitted to the governing bodies following each session since 2013. The non-exhaustive list of best practices identified by the working group was submitted to the Committee (December 2018) as an information document (DCE/18/12.IGC/INF.9) and to the Conference of Parties in June 2019 (DCE/19/7.CP/INF.10)
E. SPECIFIC ECOMMANDATIONS FOR ALL UNESCO CONVENTIONS	
Cultural Conventions	
94. A more balanced approach in terms of equitable financial and human resource allocation for all cultural conventions was called for, considering their importance to the mandate of UNESCO. All cultural conventions are in need of additional resources to fulfil their objectives fully	**Action proposed to Parties** It is the Parties' responsibility to implement this recommendation. For many years, the Secretariat has been drawing the Parties' attention to the need to strengthen its human and financial resources to implement the Convention in a sustainable way. The sustainability of the International Fund for Cultural Diversity is a recurring topic, particularly the lack of available resources to ensure the financing of a greater number of projects owing to the small sum generated by Parties' voluntary contributions to the Fund, amid Parties' increasing requests for international assistance in developing countries. Furthermore, the Secretariat must be able to ensure effective follow-up of projects financed by the Fund and implement communication and visibility activities, which is not currently the case due to a lack of human resources. See, for example, Decision 11.IGC 7a paragraph 14 of the Committee and Resolution 6.CP 10 paragraph 5 of the Conference of Parties. It should be noted that voluntary contributions to the Fund are dependent on the Parties' willingness to contribute to it.
95. The Secretariat handling each Convention should have at least three permanent posts.	**Implemented** The recommendation has been implemented for the 2005 Convention.
96. Governing Bodies of the Conventions, through broad consultations, are invited to further explore, as appropriate, harmonisation of rules of procedure and coherence in decision-making procedures, taking into account their respective mandates and specificities. They can consider best practices from the environmental treaties/UNEP to further develop synergies in	**Implemented** **(Best practice of the 2005 Convention)** Over the past five years, the Secretariat has submitted to the governing bodies of the Convention six working documents on their respective governances as well as programme and activity implementation under the Convention (see footnote 7). After consideration of the documents, the Conference of Parties and the Committee took note of the implementation status of the recommendations proposed by the various evaluation bodies (IOS and external auditors) and acknowledged with appreciation the work of the Secretariat in the implementation of most of the recommendations proposed by the evaluation bodies, adopted by the governing bodies of the Convention and mostly implemented.

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organisational matters, information-sharing, and cost-efficiency.	The discussions and consultations of the Conference of Parties and the Committee, as well as their decisions on these matters, do not require a revision of the respective bodies' rules of procedure, noting with appreciation the work of the Secretariat. See Decision 10.IGC 5 of the Committee and Resolution 6.CP 8 of the Conference of Parties
97. Meetings of the Chairpersons of the Committees of the Cultural Conventions can be more interactive and action-oriented. Chairpersons should work strategically together to address common themes and challenges and consider shared responses and cooperation.	**Implemented** The Chairpersons of the committees of the six cultural conventions had the opportunity to hold two meetings between 2015 and 2016. A meeting of the Working Group on Governance was held at UNESCO Headquarters on 27 March 2019. The Vice-Chairman of the Bureau of the twelfth session of the Committee presented the status of the implementation of the recommendations.
98. A closer relationship between Governing Bodies of Conventions and the General Conference is desirable, including through the opportunity to provide inputs to the C/5.	**Implemented** **(Good practice of the MOPAN Report)** The Parties to the Convention are UNESCO Member States that contribute, inter alia, to the development of the C/5 Document and participate in the work of and decisions taken by the Executive Council and the General Conference. Moreover, the working documents submitted to the governing bodies of the Convention are based and focused on the C/5 Document. They enable the Committee to adopt a work plan that addresses the C/5 Document and the decisions taken by the Conference of Parties in relation to its future work. This mechanism allows the Parties to make informed decisions. See also Recommendation 75.
99. Transparency and accountability measures can be enhanced, such as dissemination of minutes/ key results of Bureau meetings.	**Implemented** See Recommandation 69.
100. Capacity-building and common training on all cultural conventions should be strengthened.	**Implemented** The Committee adopted a global capacity-building strategy in 2013. To implement it, the Secretariat has been developing a series of training tools since 2014. For example, one tool concerns the development of quadrennial periodic reports and another one relates to the development of cultural policies to strengthen the value chain. These training tools present information on the Culture Sector conventions and their respective objectives, in particular those of 1972 and 2003. These tools are updated and revised if necessary. It

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	should be noted that, owing to financial constraints, the Secretariat uses extra-budgetary funds to develop and revise these training tools.
101. Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	**Implemented** In 2011, the Committee adopted a ratification strategy for the Convention that has been implemented and has borne fruit insofar as the Convention is nearly universal. At the time of this document's publication, it has been ratified by 146 Parties. In addition, the Committee examined a proposal for a stakeholder outreach strategy to the Convention at its twelfth session in December 2018. The implementation of this strategy in the coming years is expected to promote the ratification of the Convention by UNESCO Member States that have not yet become Parties *Decision 12.IGC 6*
Convention the Protection and Promotion of the Diversity of Cultural Expressions (2005)	
108. (a) Analyse means to increase the number of projects approved each year, including ways to increase extrabudgetary funding and voluntary parties' contributions.	**Implementation ongoing** In accordance with its capacity and the decisions of the governing bodies, the Secretariat makes every effort to mobilise extra-budgetary funding for the International Fund for Cultural Diversity (IFCD) through its fundraising and communication strategy. Within this framework, the Secretariat regularly calls upon the Parties to the Convention to contribute to the strategy on an annual basis. For example, the Director-General sends an annual appeal for contributions to all Parties to the Convention with an amount equivalent to 1% of their contribution to UNESCO. The Secretariat also raised extra-budgetary funds in 2017 to implement a programme dedicated to funding projects to support young female entrepreneurs working in the digital creative industries in developing countries. The implementation of the recommendations of the second external evaluation adopted by the Committee at its twelfth session (December 2018) should lead to an increase in voluntary contributions from Parties. The results will be presented to the governing bodies during the next biennium (2020-2021).
108. (b) Enhance capacity-building programmes and visibility.	**Implementation ongoing** **(Good practice of the MOPAN Report)** Since 2013 and the adoption of the global capacity-building strategy, the Secretariat has been seeking extra-budgetary funding to implement the strategy. Within this framework, the capacities of over 35 Parties from developing countries were strengthened to implement the Convention whether in cultural policies, strategies for cultural industries, or the preparation of their quadrennial periodic report. A knowledge management system was established and is in constant development. It includes platforms necessary for the Parties' implementation mechanisms, particularly a platform related to cultural policy monitoring, to quadrennial periodic reports, projects and

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	funding requests to the Fund. These platforms support the capacity building programme while ensuring the visibility of the Convention. A stakeholder outreach strategy was presented to the twelfth session of the Committee (December 2018) based on knowledge exchange, including capacity building and visibility activities. It is submitted to the seventh session of the Conference of the Parties (June 2019). See also Recommendation 63.