

18 September 2019

Her Excellency Zohour Alaoui,  
The President of the General Conference  
UNESCO  
7, Place Fontenoy  
75352, Paris 07

Your Excellency,

With reference to your letters GBS/SCG/18/045-C of 22 November 2018, and your previous letter of 16 July 2018, I am pleased to inform you that the 14<sup>th</sup> Ordinary Session of the Intergovernmental Council (IGC) of MOST, held on 19 and 20 March 2019, at UNESCO, had a specific agenda item on governance and procedures to follow up on your request, as well as its own earlier decision.

I can assure you that the IGC of MOST takes the recommendations of the Working Group on governance, procedures and working methods of the governing bodies of UNESCO extremely seriously. To my knowledge, the IGC was the first IIB, to revise its Statutes and Rules of Procedure (attached for information) in 2017.

Indeed, MOST was acknowledged in three respects as implementing “best practices” for the IIBs as per annex 3 to document 39 C/70: close collaboration between the Bureau and Council, participation of observers in Bureau meetings, and the fact that the comprehensive MOST Strategy is aligned with the C/4 and C/5.

The 14<sup>th</sup> Ordinary Session, and the preceding IGC Bureau meeting on 18 March, considered the desirability of further revisions of the MOST Statutes and Rules of Procedure. The background document prepared on this session (MOST/IGC/2019/10) is attached for your information.

As indicated therein, the revisions adopted in 2017 are very much aligned with the recommendations of the Open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO, notably by the following points:

- The size of the Bureau has been reduced from eight to six members to align it with other intergovernmental bodies (one President, four Vice-Presidents and one Rapporteur) corresponding to recommendation 67.
- Member States of the IGC, which are not members of the Bureau, may attend the Bureau as observers, corresponding to recommendation 71.

- The revised Rules of Procedure set a term limit for Bureau membership: IGC members that have served two consecutive two-year terms in the Bureau are henceforth ineligible for immediate re-election, corresponding to recommendation 58.
- The MOST Strategy responds to recommendation 56 of the Open-ended Working Group as so far as emphasizes the importance of MOST to contribute to the implementation of Agenda 2030.
- At the Programme level, recommendation 84 called on MOST to enhance cooperation with the Information for All (IFAP) and Man and the Biosphere (MAB) programmes. Positive steps have been taken in this regard, by the UNESCO Science School in Cuba (28 May to 1 June 2018) in which MAB, along with IOC and IHP, was actively involved.

In its discussions at the 14<sup>th</sup> Ordinary Session, the IGC considered that the MOST Statutes and Rules of Procedures are very much aligned with the recommendations of the Open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO.

The only specific issue which was re-examined was the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications ( as recommendation 81). The IGC decided that revision on this point would not be financially feasible. Nevertheless, on an ad hoc basis, the IGC has requested the Director-General to convene an extraordinary session of the IGC in September 2020.

I take this opportunity to inform you that in conjunction with the 40<sup>th</sup> Session of the General Conference, the IGC will hold a brief Extraordinary Session on 25 November to elect its new Bureau in line with recommendation 70 of the Open-ended Working Group.

Please accept, Your Excellency, the assurances of my highest consideration.



Dato' Seri Dr. Wan Azizah Dr. Wan Ismail  
President of the MOST IGC  
Deputy Prime Minister of Malaysia cum  
The Minister of Women, Family and  
Community Development

## **Statutes of the Intergovernmental Council and the Scientific Advisory Committee of the Management of Social Transformations (MOST) programme**

*Adopted at the 27th session of the General Conference in 1993, in accordance with 27 C/Resolution 5.2 and amended in 1995 by 28 C/Resolution 22 and in 2017 by 39 C/Resolution 28 on the basis of the proposals adopted by the 13<sup>th</sup> Ordinary session of the MOST IGC, March 2017.*

### **Article I**

An Intergovernmental Council and a Scientific Advisory Committee for the international social science programme entitled “Management of Social Transformations” (MOST) are established within the United Nations Educational, Scientific and Cultural Organization (UNESCO).

### **Article II – The Intergovernmental Council**

1. The Intergovernmental Council shall be composed of 35 Member States of UNESCO, elected by the General Conference taking into account the need to ensure equitable geographical distribution and appropriate rotation, and the strength of their commitment to MOST.
2. The term of office of members of the Intergovernmental Council shall be of four years, which shall start immediately after the elections at the ordinary session of the General Conference and expire following the elections at the second ordinary session thereafter of the General Conference.
3. Members of the Intergovernmental Council shall be immediately eligible for re-election.
4. The Intergovernmental Council may make recommendations to the General Conference concerning its own membership.
5. It would be desirable that the persons appointed by Member States as their representatives on the Intergovernmental Council be competent in the fields covered by MOST.

### **Article III – Sessions of the Intergovernmental Council**

The Intergovernmental Council shall meet in ordinary session once every two years. The Intergovernmental Council may meet in extraordinary session at the request of the Director-General, or at the request of the majority of its members, or by decision of its Bureau.

### **Article IV – Voting**

The Intergovernmental Council shall endeavor to arrive at its decisions by consensus. In the event of a vote being taken, each member of the Intergovernmental Council shall have one vote.

### **Article V – Costs and expenses**

The servicing costs and expenses of the Intergovernmental Council shall be covered by UNESCO. Member States shall bear the expenses of the participation of their representatives in sessions of the Intergovernmental Council. However, UNESCO shall, if the financial situation allows it, bear all, or parts of, the expenses for the participation of representatives of the least-developed countries and small island developing States.

### **Article VI – Rules of Procedure**

The Intergovernmental Council shall adopt its own Rules of Procedure.

### **Article VII – Functions of the Intergovernmental Council**

1. The Intergovernmental Council shall guide and supervise the planning and implementation of MOST in accordance with its comprehensive strategy and action plan. This shall, in particular, include:

- (a) considering proposals on the development and adaptation of MOST;
- (b) defining the broad substantive areas of MOST and recommending the broad lines of action that the programme could take;
- (c) reviewing and assessing the activities and achievements of MOST, as well as defining the basic areas requiring increased international co-operation, on the basis, inter alia, of the report, submitted by the Scientific Advisory Committee referred to in Article XII below;
- (d) promoting participation of Member States in MOST;
- (e) seeking the necessary resources for the implementation of MOST;
- (f) facilitating the establishment of MOST activities at the national level and also communication between them.

2. In exercising its functions, the Intergovernmental Council may consult the Scientific Advisory Committee, and all appropriate international and regional social and human science organizations with which UNESCO maintains official relations.

#### **Article VIII – Bureau**

1. Whenever the membership of the Intergovernmental Council is modified by the General Conference in accordance with Article II above, the Intergovernmental Council shall elect, among its members, a President, four Vice-Presidents, and a Rapporteur, on the basis of equitable geographical representation, which shall together constitute its Bureau.
2. The election of the Bureau shall take place during an extraordinary session of the Intergovernmental Council to be convened by the Director-General during the ordinary session of the General Conference at which the members of the Intergovernmental Council are elected or as soon as possible thereafter.
3. The term of office of members of the Bureau shall expire in any event upon expiry of their term of office in the Intergovernmental Council.

#### **Article IX – Observers**

1. Member States and Associate Members of UNESCO which are not members of the Intergovernmental Council may attend, as observers, all sessions of the Intergovernmental Council.
2. Representatives of the United Nations and other organizations of the United Nations system may be invited to take part, as observers, in all sessions of the Intergovernmental Council.
3. The Intergovernmental Council shall lay down the conditions under which other international governmental or non-governmental organizations as well as non-Member States of the Organization may be invited to attend its sessions, as observers.

#### **Article X – Invited Experts**

The Intergovernmental Council may request the Director-General to invite experts to its sessions to advise on issues of relevance to MOST.

#### **Article XI – Reporting**

The Intergovernmental Council shall submit reports on MOST activities to the General Conference of UNESCO at each of the latter's ordinary sessions and, as appropriate, to the Executive Board.

#### **Article XII – The Scientific Advisory Committee (SAC)**

1. The SAC shall be composed of no more than nine members, who will be appointed by the Director-General in their personal capacity, taking into account the need to ensure equitable geographical distribution, in consultation with the National Commissions, and regional and international intergovernmental and non-governmental social and human science organizations.
2. The Bureau of the Intergovernmental Council may designate one of its members that shall attend meetings of the SAC as observer.
3. Members of the SAC shall be recognized specialists and active researchers in the fields of MOST, and shall represent various disciplines in the social and human sciences.

4. The SAC shall advise the Bureau and Intergovernmental Council on the MOST Action Plan in advance of each of their meetings and sessions, respectively. Furthermore, the SAC shall advise the Intergovernmental Council or the Bureau, on their request, on any matter of scientific importance with respect to which its expertise is required.
5. The SAC shall maintain the high scientific standards of MOST activities through its advice to the Intergovernmental Council and UNESCO. It shall be a forum for the exchange of ideas and experience. The SAC shall, in particular, ensure high scientific standards for all publications produced within MOST.
6. The SAC shall regularly consult relevant social and human science bodies and their members in the implementation of its functions.
7. Meetings of the SAC are convened by the Director-General after consultation with the President of the Intergovernmental Council and the Chairperson of the SAC. The SAC shall meet at least once a year. The meetings of the SAC may also be conducted by electronic means, at the request of the majority of its members.
8. The SAC shall endeavour to arrive at its decisions by consensus. In the event of a vote being taken, each member of the SAC shall have one vote. In case of an even vote, the vote of the Chairperson of the SAC shall be decisive.
9. The SAC shall adopt its own Rules of Procedure, after consultation with the Bureau of the Intergovernmental Council.
10. The term of office for members of the SAC shall be of three years starting from the moment they are appointed by the Director-General. Outgoing members of the SAC may be re-appointed. No member of the SAC shall serve more than two consecutive terms.
11. At the beginning of its first meeting in each calendar year, the SAC shall elect a Chairperson and two Vice-Chairpersons to serve until the opening of the first meeting in the following calendar year. No Chairperson shall serve more than three consecutive terms.
12. The SAC shall report on its work and its recommendations to the Intergovernmental Council at each of the Intergovernmental Council's ordinary sessions. The SAC shall also report to the Bureau of the Intergovernmental Council and to the Director-General of UNESCO after each of its meetings.
13. The servicing costs and expenses of the SAC shall be paid by UNESCO. The expenses of the participation of members in Committee meetings shall also be paid by UNESCO.

#### **Article XIII – Secretariat**

1. The Director-General of UNESCO shall provide the staff and other means required for the operation of the MOST Secretariat. The Director-General shall appoint a UNESCO staff member as Executive Secretary of MOST.
2. The MOST Secretariat shall provide the necessary services for the sessions of the Intergovernmental Council and meetings of its Bureau and the SAC.

## Rules of Procedure

### Intergovernmental Council of the MOST Programme

*The revised Rules of Procedure for the Intergovernmental Council of the MOST Programme (IGC) were adopted at the 13<sup>th</sup> Ordinary Session of the Intergovernmental Council of the Management of Social Transformations (MOST) Programme, on 17 March 2017, in Kuala Lumpur.*

#### Rule 1 – Membership

1.1 Each representative of a State that is a member of the Intergovernmental Council may be assisted by advisers and experts.

1.2 Each member of the Intergovernmental Council shall notify the MOST Secretariat of the names of its designated representative, as well as its advisers and experts, at least two weeks before each session.

#### Rule 2 – Functions

Within the framework of the decisions of the General Conference concerning MOST, the Intergovernmental Council shall discharge the functions assigned to it by Article VII of its Statutes.

#### Rule 3 – Sessions

3.1 Ordinary sessions shall be convened by the Director-General in accordance with the decisions of the Intergovernmental Council.

3.2 The Intergovernmental Council shall normally meet at the Headquarters of UNESCO. It may meet elsewhere upon the invitation of one of its members if so decided by a majority of its members after consultations with the Director-General.

3.3 All Member States and Associate Members of UNESCO shall be informed in good time of the place and date of the sessions of the Intergovernmental Council.

#### **Rule 4 – Observers**

The observers specified by Article IX of the Statutes and the invited experts specified by Article X of the Statutes have no right to vote in sessions of the Intergovernmental Council.

#### **Rule 5 – Provisional agenda**

5.1 The provisional agenda of sessions shall be prepared by the Director-General following consultations with the members of the Bureau.

5.2 The provisional agenda shall be communicated to the members of the Intergovernmental Council at least four weeks before the opening of each session.

5.3 The provisional agenda shall also be communicated to Member States and Associate Members of UNESCO that are non-members of the Intergovernmental Council and to organizations of the United Nations System and other governmental and non-governmental organizations that, in accordance with Article IX of the Statutes, have been invited to the sessions of the Intergovernmental Council without the right to vote

5.4 The provisional agenda of a session shall include:

All items the inclusion of which has been decided by the Intergovernmental Council at previous sessions;

All items proposed by members of the Intergovernmental Council;

All items which the Director-General of UNESCO deems it necessary to raise.

#### **Rule 6 – Adoption of the agenda**

At the beginning of each session, the Intergovernmental Council shall adopt the agenda for that session.

#### **Rule 7 – Amendments, deletions and new items**

The Intergovernmental Council may, during a session, modify the order of items on the agenda or add or delete them. New items may be added to the agenda if so decided by a two-thirds majority of the members present and voting.

#### **Rule 8 – Bureau**

8.1 The members of the Bureau representing members of the Intergovernmental Council shall remain in office until a new Bureau has been elected.

8.2 Members of the Intergovernmental Council that have served two consecutive terms in the Bureau are ineligible for immediate re-election.



8.3 Meetings of the Bureau may be convened between sessions of the Intergovernmental Council at the request of the majority of the members of the Intergovernmental Council or of the Bureau, or at the request of the Director-General of UNESCO. In such cases the reasons for the meeting of the Bureau shall be specified in the request for its convening. The expenses for the participation of Bureau members shall be paid by the States they represent.

8.4 Members of the Intergovernmental Council which are not members of the Bureau may attend Bureau meetings as observers.

8.5 Experts may be invited, by the MOST Secretariat in consultation with the Bureau, to attend and contribute to Bureau meetings.

8.6 Working documents of each Bureau meeting shall be communicated to the members before the meeting.

#### **Rule 9 – Functions of the President**

9.1 In addition to exercising the powers conferred upon him elsewhere by these Rules, the President shall have the following powers: she or he shall declare the opening and closing of meetings, direct the discussions, ensure observance of these Rules, accord the right to speak, put questions to the vote and announce decisions. She or he shall rule on points of order and, subject to these Rules, shall control the proceedings and the maintenance of order.

9.2 The President ensures close cooperation and coordination between the Bureau and the SAC in order to ensure the implementation of the existing strategy of MOST.

#### **Rule 10 – Replacement of the President**

10.1 If the President is, for any reason, unable to complete her or his term of office, the Bureau shall choose one of the Vice-Presidents to become President for the remainder of the term of office.

10.2 In the absence of the President during the sessions of the Intergovernmental Council and meetings of the Bureau, her or his functions shall be exercised instead by one of the Vice-Presidents.

10.3 Should the President be unable to exercise her or her or his functions between sessions, the Bureau shall choose one of the Vice-Presidents to exercise the functions of the President.

#### **Rule 11 – Replacement of the Rapporteur**

11.1 If the Rapporteur for any reason is unable to complete her or his term of office, the Bureau shall choose one of the Vice-Presidents to become Rapporteur for the remainder of the term of office.

11.2 In the absence of the Rapporteur during the sessions of the Intergovernmental Council and meetings of the Bureau, her or her or his functions shall instead be exercised by one of the Vice-Presidents.

11.3 Should the Rapporteur be unable to exercise her or her or his functions between sessions, the Bureau shall choose one of the Vice-Presidents to exercise the functions of the Rapporteur.

#### **Rule 12 – Subsidiary bodies**

12.1 In order to discharge the duties assigned to it by its Statutes, the Intergovernmental Council may establish such subsidiary bodies as it considers necessary for the conduct of its business, including committees and working groups, within the limits of the funds approved by the General Conference. Such bodies may also function in between the ordinary sessions of the Intergovernmental Council.

12.2 Such subsidiary bodies shall submit a report on the outcomes of their work with recommendations to the Intergovernmental Council.

#### **Rule 13 – Participation of the Scientific Advisory Committee**

13.1 The Chairperson of the SAC shall be invited as an observer to sessions of the Intergovernmental Council and meetings of the Bureau, where she or he shall present orally a written report, circulated in advance, on the activities of the SAC since the previous session or meeting and on other scientific matters that the SAC wishes to bring to the attention of the Intergovernmental Council or of the Bureau.

13.2 If the Chairperson of the SAC is unavailable for a session or meeting, SAC shall designate one of its members to participate.

#### **Rule 14 – Secretariat**

14.1 The Director-General of UNESCO, or her or his representative, shall participate in the work of the Intergovernmental Council, its Bureau or its other subsidiary bodies, without the right to vote. She or he may at any time submit either oral or written statements and/or reports to the Intergovernmental Council, to the Bureau or to any other subsidiary body on any matter under discussion.

14.2 The MOST Secretariat shall consult the Intergovernmental Council while it is in session concerning the date and place of its following sessions, and shall take the steps required to convene them.

14.3 The MOST Secretariat shall also conduct consultations regarding the dates of the meetings of its subsidiary bodies in accordance with the Bureau's instructions, and shall take the steps required to convene them.

14.4 The MOST Secretariat shall assemble all suggestions and comments made by Member States of UNESCO and the international organizations concerned, with regard to MOST, and shall prepare them for examination by the Intergovernmental Council.

14.5 The Executive Secretary of MOST, or her or his representative, shall attend all sessions of the Intergovernmental Council and meetings of the Bureau and its subsidiary bodies.

14.6 The Executive Secretary of MOST, or her or his representative, may make oral as well as written statements to the Intergovernmental Council, to its subsidiary bodies and to the Bureau concerning any question under consideration.

**Rule 15 – Working languages**

English and French shall be the working languages of the Intergovernmental Council and of its subsidiary bodies for all purposes.

**Rule 16 – Use of other languages**

Any speaker may speak in a language other than the working languages defined by Rule 15 subject to providing, at the speaker's own expense, for interpretation into one or other of the working languages.

**Rule 17 – Working documents**

The working documents of each session of the Intergovernmental Council shall, as a rule, be communicated to the members four weeks before the opening of each session.

**Rule 18 – Quorum**

18.1 A majority of the States members of the Intergovernmental Council shall constitute a quorum, in both its ordinary and extraordinary sessions.

18.2 At meetings of the subsidiary bodies of the Intergovernmental Council, a quorum shall be constituted by a majority of the members of the Intergovernmental Council that are members of the body in question.

18.3 However, in the case of sessions of the Intergovernmental Council and meetings of its subsidiary bodies, if after fifteen minutes' adjournment there is still no quorum as above defined, the President may request the agreement of all members actually present to waive temporarily paragraph 18.2 of this Rule.

**Rule 19 – Publicity of meetings**

All meetings of the Intergovernmental Council and its subsidiary bodies, except meetings of the Bureau, shall be open to the public unless the Intergovernmental Council or the subsidiary body decides otherwise.

**Rule 20 – Right to speak**

20.1 The observers referred to in Article IX of the Statutes may, only with the authorization of the President, speak during the discussions of the Intergovernmental Council.

20.2 Observers shall not be given the right to speak during the adoption of decisions and voting.

**Rule 21 – Order of speeches**

The President shall call upon speakers in the order in which they have expressed the desire to speak. Members of the Intergovernmental Council shall be accorded precedence.

**Rule 22 – Time-limit on speeches**

The President may limit the time to be allowed to each speaker.

**Rule 23 – Points of order**

During the discussion on any matter, a representative of a member of the Intergovernmental Council may at any time raise a point of order, which point of order shall forthwith be decided upon by the President. Any representative may appeal against the ruling of the President, which can only be overruled by a majority of the members present and voting. A representative may not, in raising a point of order, speak on the substance of the matter under discussion.

**Rule 24 – Suspension, adjournment, closure**

24.1 Any representative of a State member of the Intergovernmental Council may at any time propose the suspension or adjournment of a meeting or the adjournment or closure of a debate. Such a motion shall be put to the vote immediately and shall be decided by a majority of members present and voting.

24.2 Subject to the provisions of Rule 23, the following motions shall have precedence in the following order over all other proposals or motions:

- (a) to suspend the meeting;
- (b) to adjourn the meeting;
- (c) to adjourn the debate on the item under discussion;

(d) to close the debate on the item under discussion.

#### **Rule 25 – Voting**

25.1 Decisions shall be taken by a majority of the members present and voting, except in the cases specified in Rules 7, 31 and 32.

25.2 For the purpose of these Rules, the phrase “members present and voting” means members casting an affirmative or negative vote. Members who abstain from voting are considered as not voting.

#### **Rule 26 – Show of hands and roll-call**

Voting shall normally be by show of hands, except that any member may, before the voting starts, request a roll-call. The vote or abstention of each member participating in a roll-call shall be inserted in the report.

#### **Rule 27 – Voting on amendments**

27.1 When an amendment to a proposal is moved, the amendment shall be voted on first.

27.2 When two or more amendments to a proposal are moved, the Intergovernmental Council shall first vote on the amendment deemed by the President to be furthest removed in substance from the original proposal and then on the amendment next furthest removed therefrom, and so on, until all amendments have been put to the vote. If one or more amendments are adopted, the amended proposal shall then be voted on. If no amendment is adopted the proposal shall be put to the vote in its original form.

27.3 A motion is considered an amendment to a proposal if it merely adds to, deletes from or revises part of that proposal.

#### **Rule 28 – Secret ballot**

All elections shall be conducted by secret ballot unless, in the absence of objections on the part of any one of its members, the Intergovernmental Council decides otherwise.

#### **Rule 29 – Equally divided votes**

If a vote is equally divided, a second vote shall be taken. If there is still no majority in favour of the proposal, it shall be considered as lost.

**Rule 30 – Special consultation by correspondence**

Should the approval of the Bureau or of the Intergovernmental Council be required for measures of urgency and importance while the Bureau or the Intergovernmental Council is not in session, the MOST Secretariat may consult the members by written correspondence.

**Rule 31 – Amendment**

These Rules of Procedure, except when they reproduce provisions of the Intergovernmental Council's Statutes or decisions of UNESCO's General Conference, may be amended by a decision of the Intergovernmental Council taken by a two-thirds majority of the members present and voting, provided that the proposal for amendment has been placed on the agenda.

**Rule 32 – Suspension**

Any provision of these Rules, except when it reproduces provisions of the Statutes or decisions of UNESCO's General Conference, may be suspended by a decision taken by a two-thirds majority of the members present and voting.



United Nations  
Educational, Scientific and  
Cultural Organization



Management of  
Social Transformations  
Programme

MOST/IGC/2019/10  
8 March 2019  
Original: English

*Intergovernmental Council of the Management of Social Transformations (MOST) Programme,  
14<sup>th</sup> session,  
UNESCO HQ, 19-20 March 2019  
Agenda item 10*

## **Review of revised MOST Statutes and Rules of Procedure**

This document was prepared in response to the following paragraphs in decision MOST/IGC/2017/8 adopted at the 13<sup>th</sup> Ordinary Session of the MOST Intergovernmental Council (IGC), which adopted proposals for revision of its Statutes for transmission to the General Conference through the Executive Board, on the understanding that they should be further reviewed and, if necessary, amended following the outcomes of the open-ended working group on governance. The 13<sup>th</sup> Ordinary Session also adopted revised Rules of Procedure on the understanding that they should be further reviewed and, if necessary amended following the outcomes of the open-ended working group on governance.

In resolution 39 C/Res. 58, the 39<sup>th</sup> session of UNESCO's General Conference adopted the revised MOST Statutes, with some technical legal amendments to the text proposed by the IGC.

At the same session, the General Conference adopted 39 C/Res. 87 on the Governance, Procedures and Working Methods of the Governing Bodies of UNESCO, endorsing the recommendations of the Open-Ended Working Group on Governance as amended in document 39 C/70. The recommendations are contained in Annex 1 to document 39 C/20 and its addendum. The aforementioned resolution invites the governing bodies of the different organs examined by the open-ended working group on governance "to implement, as appropriate" the recommendations.

In this light, this document contains a review of the revised MOST Statutes and Rules of Procedures and makes suggestions as to the desirability of further revisions.

1. The Bureau of the MOST Intergovernmental Council (IGC) established in January 2016 a working-group on proposals for the revisions of the MOST Statutes and Rules of Procedure composed of Turkey, Argentina, Thailand and Egypt.
2. The original Statutes of the IGC and the MOST Scientific Advisory Committee (SAC), adopted at the 27<sup>th</sup> session of the General Conference in 1993 (27 C/Res. 5.2) and amended in 1995, were judged outdated and inconsistent with the indications emerging from the Open-Ended Working Group on Governance, Procedures and Working Methods of the Governing Bodies of UNESCO established by 38 C/Res. 101.
3. The 13<sup>th</sup> Ordinary Session of the Intergovernmental Council of the MOST Programme (16-17 March 2017) adopted proposals for the revision of its Statutes to bring them up to date, avoid technical flaws and gaps, and improve delivery of the MOST Strategy. It requested their transmission to the General Conference through the Executive Board. The same Session adopted revised IGC Rules of Procedure.
4. At its 202<sup>nd</sup> session, the Executive Board adopted the proposed revisions (202 EX/Dec. 11) and transmitted them to the General Conference with the recommendation that they be approved at its 39<sup>th</sup> session. The General Conference duly did so, after amendment (39 C/Res. 58)
5. The main changes made in the revised MOST Statutes and Rules of Procedure are as follows.
  - The size of the Bureau has been reduced from eight to six members to align it with other inter-governmental bodies (one President, four Vice-Presidents and one Rapporteur).
  - Member States of the IGC which are not members of the Bureau can attend the Bureau as observers.
  - The new text of the Statutes also sets out a clearer and more up-to-date framework for SAC, the responsibilities of which are now more dynamic. SAC is requested to advise the Bureau and the IGC on the MOST Action Plan in advance of each of the IGC meetings and sessions. The SAC also advises the IGC or the Bureau, at their request, on any matter of scientific importance on which expertise is required.
  - The revised Rules of Procedure set a term limit for Bureau membership: IGC members that have served two consecutive two-year terms in the Bureau are henceforth ineligible for immediate re-election. This revised procedure was for the first time applied to the elections at the Extraordinary Session convened on 11 November 2017, in conjunction with the UNESCO General Conference, to elect the current Bureau of the IGC.
6. The recommendations of the General Conference as concerns the Structure, composition and methods of work of UNESCO's International and Intergovernmental Bodies (IIBs) concern MOST as follows.
  - The revisions of the MOST Statutes and Rules of Procedures were recognized to be aligned with the recommendations of the General Conference. MOST was acknowledged in two respects as implementing "best practices" for the IIBs: close collaboration between the Bureau and Council, including participation of observers in Bureau meetings, and alignment of the comprehensive MOST Strategy aligned with the C/4 and C/5.
  - The only specific recommendation addressed to MOST is to enhance cooperation with the Information for All (IFAP) and Man and the Biosphere (MAB) programmes.
  - The main discrepancy between the recommendations of the General Conference and the MOST Statutes is that the former propose term limitations for memberships and, in their absence, voluntary term limits of two consecutive mandates.



7. In light of the above, the IGC Bureau and the 14<sup>th</sup> Ordinary Session of the IGC may wish to reconsider the question of term limits, the adoption of which would require further revision of the Statutes.

**WORKING GROUP ON THE GOVERNANCE, PROCEDURES,  
AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO**

**RECOMMENDATIONS**

**PART 2. STRUCTURE, COMPOSITION AND METHODS OF WORK OF UNESCO'S INTERNATIONAL AND INTERGOVERNMENTAL BODIES (IIBS)**

**Management of Social Transformations Programme Intergovernmental Council (MOST IGC)**

**A. Vision and Principles**

N°	Recommendation	Implemented	Ongoing (delivery date)	Not Implemented
54	Sub-Group 2 recommends endorsing the vision of a more integrated, harmonized, coherent, and adapted system of International and Intergovernmental Bodies (IIBs) working closely with Member States, relevant partners, and each other in support of the Organization's objectives, medium-term strategy (C/4), and programme and budget (C/5), taking into account the specificities and requirements of individual mandates.	<p>In Annex 3 of document 39 C/70 in the non-exhaustive list of best practices implemented by the IIBs, the MOST Strategy is listed as a best practice for C/4 and C/5 alignment.</p> <p>The Strategy (199 EX.7.INF) was designed in particular by the IGC Bureau based on a consultation</p>		

		<p>process with all Member States.</p> <p>The MOST Strategy is implemented through initiatives by Member States and the Secretariat under the MOST Action Plan. In addition, it is also implemented by, or in partnership with, the MOST Scientific Advisory Committee (SAC), researchers, the UN system, other IIBs and civil society.</p> <p>Two examples:          -The decision adopted at the 14<sup>th</sup> session of the MOST IGC, March 2019, requested the MOST Secretariat, in cooperation with Member States, to scale up its cooperation with</p>		
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		<p>the UN system, in particular UNDESA.</p> <p>-The Chair of IHP was invited to inform the IGC Bureau about the Programme and avenues for collaboration.</p> <p>The evolving Action Plan is regularly being reviewed by the IGC Bureau but also by the Ordinary sessions of the IGC.</p>		
55	<p>While recognizing the immense value of experts to the work of UNESCO, the intergovernmental nature of the IIBs needs to be reinforced. Thus, transparency and awareness-raising measures should be strengthened across the board. The work of IIBs must be as inclusive as possible and seek to involve Member States for greater impact and visibility.</p>	<p>The IGC is mostly represented by representatives from Ministries in capitals, National Commissions and/or Permanent Delegations while also benefitting from the input of experts, including the Scientific Advisory Committee.</p> <p>The IGC of MOST is highly</p>		

		<p>inclusive as exemplified by the consultation process asking Member States for contributions to the content of the MOST Strategy.</p> <p>Furthermore, all IGC Member States are regularly invited to contribute with initiatives to implement the MOST Action Plan.</p>		
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**B. GENERAL RECOMMENDATIONS FOR ALL INTERNATIONAL AND INTERGOVERNMENTAL BODIES (IIBs)**  
**Efficiency (mandate, composition, structure, rules of procedure, methods of work)**

<b>N°</b>	<b>Recommendation</b>	<b>Implemented</b>	<b>Ongoing (delivery date)</b>	<b>Not Implemented</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.	The Comprehensive MOST Strategy adopted by the IGC Bureau in January 2016, and endorsed by the Executive Board at its 199 <sup>th</sup> session, was developed with this purpose.		

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.			<p>This was discussed at the 13<sup>th</sup> Ordinary session of the Intergovernmental Council of MOST in March 2017, which adopted proposed amendments to the MOST Statutes (later approved by the 39<sup>th</sup> session of the General Conference). The IGC did not agree to voluntary term-limits of two consecutive mandates for the MOST IGC.</p> <p>Article II.2, of the MOST Statutes stipulates that the term of IGC members should be four years. However, Article II. 3, stipulates that Members of the IGC shall be immediately eligible for re-election.</p>
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58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	As per the revised Rules of Procedure adopted by the 13 <sup>th</sup> Ordinary session of the IGC, and its Rule 8.2. Members of the IGC that have served two consecutive terms in the Bureau are ineligible for immediate re-election.		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider “right-sizing” the composition of the IIBs.			Article II. 1, of the MOST Statutes indicates that the IGC shall be composed of 35 Member States. Compared to other IIBs MOST IGC is relatively small, and has therefore not so far considered the need to right sizing.
60	There is a need to reduce and manage politicization of nominations and decisions.			This has not been considered by the IGC due to the absence of perceived issues in this area.
61	To enhance visibility and the effectiveness of the work of the IIBs, more effective information-dissemination is recommended through updating and	The MOST Secretariat is		

	<p>enhancement of websites and outreach to all involved actors, including Member States and their National Commissions.</p>	<p>improving its website and the MOST webpage includes links to the last sessions of the IGC with documents for the sessions and decisions adopted.</p> <p>Visibility about the IGC and its work are given in meetings of the UN and major social science conferences and through other events such as MOST Forums and Schools.</p> <p>Outreach about the IGC and its decisions is made to National Commissions through advocating them for the establishment of MOST National Committees, among many other initiatives for visibility and outreach.</p>		
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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.	As per Rules of Procedure 5.2 (as revised) the provisional agenda shall be communicated to the IGC at least four weeks before the opening of each session. Pursuant to Rules of Procedure 17 the working documents of each session of the IGC shall be communicated to the members four weeks before the opening of each session”.		
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).	For every session of the MOST IGC and the Bureau, a webpage is created with links to documents.	The Secretariat has assured that it will use more hyperlinks.	
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Non -IGC Members have the right to observe the sessions of the IGC, and the non- IGC Bureau members have the right to observe	As above.	

		the Bureau meetings.		
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.			Not discussed yet.

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

N°	Recommendation	Implemented	Ongoing (delivery date)	Not Implemented
66	The role, composition and procedures of Bureaus and their members should be clarified and harmonized through codification in rules of procedure/ statutes or development of general guidelines for all IIBs, in close cooperation with the Secretariat.	Rule of Procedure 8 (as revised) covers the Bureau. The composition of the Bureau is spelled out under Article VIII of the revised MOST Statutes.		
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).	Article VIII.1 of the revised MOST Statutes adheres to this.		
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 2).	Expert engagement with the Bureau is maintained <i>inter alia</i> through the role of the Scientific Advisory Committee (Rule of Procedure 13.1) and through the option to invite experts to	The guidelines have not been disseminated yet but the MOST Secretariat has assured the President of the MOST IGC that this will be done at the Extraordinary	

		contribute to Bureau meetings (Rule of Procedure 8.5)	session of the IGC.	
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 recommendation corresponds to established MOST practice.		
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.	Article VIII.2 of the revised MOST Statutes conforms to this recommendation.		
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	<p>Rule of Procedure 8.4 (as revised) stipulates that members of the Intergovernmental Council which are not members of the Bureau may attend Bureau meetings as observers.</p> <p>Several IGC Member States have attended the last meetings of the Bureau as observers, expressing their appreciation for this opportunity.</p>		

72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	In Annex 3 of document 39/C/70 concerning "List of Best Practices" for the IIBs and under the heading Bureaus, MOST IGC is recognized for "Close work between Bureau and Council".		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Gender-neutral language is used throughout all IGC documents and other MOST documents.		

**Alignment with overarching priorities of UNESCO**

N°	Recommendation Text	Implemented	Ongoing (delivery date)	Not Implemented
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.			The IGC is indirectly contributing to the C/4 and C/5 documents given that the decisions adopted by the IGC sessions concerning priority themes, stakeholder cooperation etc. are important elements when the MOST Secretariat contributes with draft input to the documents under the overall SHS draft contribution.
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.			There are some opportunities to contribute through SHS meetings with Member States. They are however not specific to MOST.
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		The MOST Secretariat has informed the	

	good practices and acronyms could be produced to familiarize members with working methods and C/4 and C/5 mechanisms.		President of the MOST IGC that it will organize an orientation session with the new Bureau of the MOST IGC to be elected in an Extraordinary session on 25 November 2019. The MOST Secretariat has furthermore proposed that during the session it will also be discussed whether to produce a guidebook as recommended.	
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**Coherence, coordination and synergies**

N°	Recommendation	Implemented	Ongoing (delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	The budget for the IGC of MOST is under the Intergovernmental Pillar of the Programme, - and there are sufficient funds		

		<p>under this pillar to ensure the effectiveness of the running of the Ordinary sessions of the IGC, the Extraordinary sessions and the Bureau meetings.</p>		
78	<p>Use of languages for inclusivity and effectiveness remains an important objective.</p>	<p>Pursuant to Rule 15 in the Rules of Procedure “English and French shall be the working languages of the Intergovernmental Council and of its subsidiary bodies for all purposes”.</p> <p>Rule 16 stipulates that “Any speaker may speak in a language other than the working languages defined by Rule 15 subject to providing, at the speaker’s own expense, for interpretation into one or other of the working languages”.</p>		

79	IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	<p>At the last sessions of the IGC Member States have decided in advance the month in which the next session will take place two years later, which allows other IIBs to not schedule meetings at the same time.</p> <p>Furthermore, no other major MOST meetings take place in parallel with the IGC sessions and meetings.</p>		
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**Best practices**

N°	Recommendation	Implemented	Ongoing (delivery date)	Not Implemented
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).	<p>-Participation of observers in Bureau meetings</p> <p>- Close work between Bureau and Council</p>		



		<p>-Comprehensive MOST Strategy is aligned with the C/4 and C/5.</p> <p>As indicated, the MOST Strategy is implemented through an evolving MOST Action Plan.</p> <p>During the 14<sup>TH</sup> session of the IGC, March 2019, and the preceding Bureau meeting, the MOST Secretariat gave presentations about how MOST IGC has aligned its work with the recommendations of the Resolution 39 C/Res.87.</p>		
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**C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES**

<b>N°</b>	<b>Recommendation</b>	<b>Implemented</b>	<b>Ongoing (delivery date)</b>	<b>Not Implemented</b>
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	After discussion at the 13 <sup>th</sup> and 14 <sup>th</sup> Ordinary Sessions, the		

		principle of biennial Ordinary Sessions was reaffirmed to take into account resource constraints. On an <i>ad hoc</i> basis, an Extraordinary Session has been proposed in 2020.		
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**Management of Social Transformations Programme Intergovernmental Council (MOST IGC)**

<b>N°</b>	<b>Recommendation</b>	<b>Implemented</b>	<b>Ongoing (delivery date)</b>	<b>Not Implemented</b>
84	Enhance cooperation with IFAP and MAB.	MOST is already cooperating with MAB exemplified through the UNESCO Science School in Cuba 28 May to 1 June 2018. Furthermore, paragraph 6 of Decision MOST/IGC/2019/14 adopted at the 14 <sup>th</sup> session of the IGC, requests the Secretariat to seek enhanced collaboration between MOST and other UNESCO		Measures have not been taken yet to enhance the cooperation with IFAP. The next Bureau could possibly discuss how this could be done.

		international science programmes.		
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