United Nations
Educational, Scientific and
Cultural Organization

Diversity of
Cultural Expressions

**INTERGOVERNMENTAL COMMITTEE
FOR THE PROTECTION AND PROMOTION
OF THE DIVERSITY OF CULTURAL EXPRESSIONS**

**Thirteenth session
Paris, UNESCO Headquarters
11 - 14 February 2020**

INFORMATION DOCUMENT

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 final assessment of the follow-up to the recommendations that were relevant to the governing bodies of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005). This status report shows that all the recommendations have been implemented.

1. This document presents the final assessment of the follow-up to the recommendations of the Open-ended Working Group on Governance, Procedures and Methods of Work of the Governing Bodies of UNESCO (hereinafter "the Working Group") that are relevant to the governing bodies of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter "the Convention"). It is accompanied by the discussions held by the Committee and the Conference of Parties at their twelfth session (December 2018) and seventh session (June 2019) respectively.

2. To recall, 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, and Resolution 39 C/87

3. During these six years, the governing bodies of the Convention have been able to examine, monitor and take decisions on the various recommendations and decisions taken by the General Conference on these issues[1] (see Decisions 7.IGC 13, 8.IGC 6 and 10.IGC 5 as well as Resolutions 5.CP 14 and 6.CP 8).

4. The final phase of this process took place at the seventh session of the Conference of Parties in June 2019 during which the Parties approved and implemented the last recommendations of the Working Group (Resolution 7.CP 10). This makes it possible to conclude and present the final assessment of the follow-up to these recommendations, as well as to synthesize them.

Synthesis of the final assessment of the Working Group's recommendations

5. Starting in 2018, an agenda item on the monitoring of the implementation of the recommendations of the Working Group has been included at each session of the governing bodies. On that occasion, they were able to examine a table on the status of follow-up to the recommendations of the Working Group as presented in document 39 C/20 and which had an impact on their governance.[2]

6. The Annex to this document contains the updated table listing these recommendations, as well as explanations concerning their full implementation following the debates and decisions of the Convention's governing bodies (Resolution 7.CP 10 and Decision 12.IGC 10). Therefore, current practices/rules are in line with the recommendations and no further action is required without a further mandate from the General Conference. The table shows that the 34 recommendations concerning the governing bodies of the Convention have been implemented, including 9 that have been identified as good practice by the Working Group.

7. At the twelfth session of the Committee (December 2018) and the seventh session of the Conference of Parties (June 2019), the governing bodies welcomed the state of implementation of the recommendations and highlighted the good practices that has been developed in relation

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[1] See Documents:
  - Activities of the Committee (2013-2014), seventh session (December 2013), CE/13/7.IGC/13
  - Report concerning the Audit of the Governance of UNESCO and Dependent Funds, Programmes and Entities, CE/14/8.IGC/6.
  - Future activities of the Committee, fifth session (June 2015), CE/15/5.CP/14
  - Report of the Secretariat on its activities (2014-2015), ninth session, (december 2015), CE/15/9.IGC/4)
  - Secretariat's report on the follow-up to the Recommendations of the External Auditor's Report "on the governance of UNESCO and dependent funds, programmes and entities", tenth session (December 2016), DCE/16/10.IGC/5, Annex;
  - Secretariat's report on the follow-up to the recommendations of the External Auditor's "Report on the Governance of UNESCO and Dependent Funds, Programmes and Entities, DCE/17/6.CP/8, Annex.

[2] - Follow-up on the implementation of the relevant recommendations of the Open-ended Working Group on Governance, Procedures and Methods of Work of Governing Bodies of UNESCO (39 C/Resolution 87), twelfth session (December 2018), DCE/18/12.IGC/10
  - Monitoring the implementation of the relevant recommendations of the Open-ended Working Group on Governance, Procedures and Methods of Work of the Governing Bodies of UNESCO (39 C/Resolution 87), seventh session (June 2019), DCE/19/7.CP/10.

with the Convention, for which no further action was required as they had already been implemented. They also discussed recommendations that required actions on the part of Parties or that were "ongoing".

Recommendations already implemented before the process

8. For example, Recommendation 58 emphasizing the need for the members of the Bureau of the Committee not to serve two consecutive terms. This recommendation had already been put into practice, since it is part of the Committee's Rules of Procedure.

9. Or Recommendation 56, which proposes to align the work of the Convention with the Programme and Budget of the Organization. This recommendation had also been implemented since 2013, when the Committee adopted its first work plan in accordance with the decisions of the Conference of Parties on its future activities and based on UNESCO's Programme and Budget (C/5).[3]

Recommendations approved by the governing bodies and implemented since (2018-2019)

10. With regard to Recommendation 74, an additional mechanism to link the Convention's work with the C/4 (Medium-Term Strategy) and C/5 documents has been established. In addition to the fact that the Secretariat, when preparing the C/4 and C/5 documents and the Secretariat's report on its activities (see Document DCE/20/13.IGC/4), takes into consideration the debates of the governing bodies on these issues, an item on the agenda of the thirteenth session of the Committee was included so that the Committee could have a debate on the preparation of the 41 C/4 and 41 C/5 (see Document DCE/20/13.IGC/1REV).

11. Another example is Recommendation 60, which calls for limiting and controlling the politicization of nominations and decisions. Although the 2005 Convention does not include a nomination process, the governing bodies invited the Parties to apply it to the quadrennial periodic reports, which should be written in language in conformity with the United Nations Charter and the 2005 Convention (Resolution 7.CP 11 and Decision 12.IGC 7). This issue of non-politicization was also included in the revision of the operational guidelines on the preparation of periodic reports that were approved by the Conference of Parties at its seventh session in June 2019 (Resolution 7.CP 12).

12. For Recommendations 77 and 94, concerning the rationalization 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 to identify priorities. It also requested an analysis of human resources for the International Fund for Cultural Diversity (IFCD) to be presented to the fourteenth session of the Committee in February 2021. In the context of Recommendation 108(a) calling for an increase in the number of projects financed by the IFCD, the Committee requested an impact study of IFCD projects (Decisions 12.IGC 5b and 6). With regard to Recommendation 108 (b), the Committee commended the work of the Secretariat and the donors who supported the capacity development programme.

13. Recommendations that are considered important in terms of working methods have also been implemented, including Recommendation 79, which calls for better coordination in the planning of statutory meetings in order to avoid overlap. In 2019, the Conference of the Parties approved the Committee's proposal to postpone its session by two months. Originally scheduled in December, the Committee's sessions are now held in February (Resolution 7.CP 10 and Decision 12.IGC 13).

14. It also endorsed Recommendation 65, which proposed to amend the rules of procedure of the Conference of Parties in order to advance the deadline for submitting candidate nominations for the Committee from 48 hours to seven days before the opening of the session (Resolution 7.CP 10).

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[3] The Committee adopts, at the conclusion of each Conference of Parties, a work plan that defines its priorities as well as its various activities planned, and includes an approximate timetable based on the financial and human resources of the regular programme and the voluntary contributions available. The Committee has adopted a work plan for 2013, 2015 and 2017, and the next one will be adopted in 2020.

15. 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.[4] 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."

16. The Annex to this document provides more detailed information on the actions taken by the governing bodies to implement the 34 recommendations.

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[4] 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)", march 2019: http://www.mopanonline.org/assessments/unesco2017-18/UNESCO%20Report.pdf.

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)[5]

Recommandation	Final implementation status
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[6])** **(Good practice in the MOPAN Report[7])** 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,

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[5] 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.

[6] 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.

[7] For the MOPAN report, see footnote 4.

Recommandation	Final implementation status
	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). The draft workplan for the 2020-2021 period is aligned with the 40 C/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" have also taken place in 2019 during the 7th session of the Conference of Parties, as well as in Thailand and Burkina Faso. The next ones will take place during the 13th session of the Committee (February 2020).
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.

Recommandation	Final implementation status
	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 2021. *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. 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. The Conference of Parties approved this decision in 2019. *Decision 12.IGC 7 and Resolution 7.CP 11*
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

Recommandation	Final implementation status
	2005 Convention. Two global reports have already been published ([2015](#) and [2018](#)). The next report 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 by the Conference of Parties at its seventh session (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.

Recommandation	Final implementation status
	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.
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).	**Implemented** 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

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	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.	**Implemented** The Conference of Parties amended its Rules of Procedure at its seventh session in June 2019 in order to implement this recommendation. It reads thus: ""[t]he list of candidatures [for the Committee] shall be finalized seven days prior to the opening of the Conference of Parties. No candidature will be accepted in the seven-day period preceding the opening of the Conference." *Resolution 7.CP 10* *Rule 17.3 of the Rules of Procedure of the Conference of Parties (amended)*
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.	**Implemented** 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). They also stipulate that the Bureau shall consist of "the Chairperson, one or more Vice-Chairperson and a Rapporteur, in conformity with the principle of equitable geographical representation." The maximum number of members is six. *Rules 11 to 15 of the Rules of Procedure of the Committee*

Recommandation	Final implementation status
	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* The Conference of Parties has not approved this recommendation. *Resolution 7.CP 10*
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 were 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 Delegations, in a timely manner.	**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.

Recommandation	Final implementation status
	Immediately after each meeting of the Bureau of the Committee and the bureau of the Conference of the Parties, the Chairperson orally 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.

Recommandation	Final implementation status
73. Gender-neutral language should be adopted throughout all UNESCO documents.	**Implemented** The Basic Texts of the Convention adopt a gender-neutral language. Sections of some of these texts are revised to take full account of this principle in future publications when requested by the governing bodies. The last revision took place in June 2019. With regard to publications, such as the Global Report on the monitoring of the 2005 Convention (2015 and 2018), the Information Kit on the Convention (2018), and the "Policy and Research" series (two publications: 2018 and 2019), attention is paid to using 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 (C/5) documents of UNESCO.	**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. 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. The draft workplan 2020-2021 is aligned on the 40 C/5.
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.

Recommandation	Final implementation status
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.	**Implemented** 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.

Recommandation	Final implementation status
	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 June 2019, the Conference of Parties approved the Committee's proposal to postpone its sessions by 2 months. Usually scheduled to take place in December, the Committee's sessions will now take place in February each year. The next session of the Committee takes place on February 11-14, 2020. *Decision 12.IGC 13 and Resolution 7.CP 10*
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

Recommandation	Final implementation status
	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 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	**Implemented** For many years, the Secretariat has been drawing the Parties' attention to the need to strengthen the human and financial resources of Conventions, including the 2005 Convention. 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.

Recommandation	Final implementation status
	It should be noted that voluntary contributions to the Fund are dependent on the Parties' willingness to contribute to it. The Conference of Parties has not approved this recommendation. *Resolution 7.CP 10*.
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 organisational matters, information-sharing, and cost-efficiency.	**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 welcomed 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 now all implemented. 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 meet twice 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

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	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 should be noted that, owing to financial

Recommandation	Final implementation status
	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 148 Parties (Niue and Uzbekistan in 2019). In addition, the governing bodies have examined a stakeholder outreach strategy for the Convention at their last sessions in 2018 and 2019. The implementation of this strategy in the coming years is expected to promote the ratification of the Convention by UNESCO Member States that are not yet 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.	**Implemented** 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).

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108. (b) Enhance capacity-building programmes and visibility.	**Implemented** **(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 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 governing bodies in 2018 and 2019, based on knowledge exchange, notably through capacity building and visibility activities. Its gradual implementation will allow for the future development of capacity building programmes and visibility. See also Recommendation 63.