*ANNEX I (of document 39 C/70)

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

RECOMMENDATIONS

PART 1. STRUCTURE, COMPOSITION AND METHODS OF WORK OF THE GOVERNING BODIES (GENERAL CONFERENCE AND EXECUTIVE BOARD)

SECTION A - GENERAL CONFERENCE

Mandate

1. There is a need to better operationalize the mandate of the General Conference, as reflected in Article IV.B of the Constitution, to "determine the policies and the main lines of work of the Organization", in order to strengthen the General Conference and improve its working relationship with the Executive Board.

2. This can enhance the overall balance of decision-making and governance in UNESCO, promoting inclusivity and greater engagement of all Member States. In this regard, improving coordination, dialogue and cooperation between the two Governing Bodies, in particular on preparations for the draft C/5 and draft agenda of the General Conference, is recommended as a strategic imperative.

Structure

3. Platforms through which the wider membership of the General Conference can give its feedback to the Executive Board and Secretariat in a timely manner can promote more inclusive and participative engagement of all Member States. Such platforms should respect the Constitutional roles of the General Conference and Executive Board and feed into existing operational procedures and timelines.

Rules of Procedure

4. To streamline the structure of the General Conference, it is proposed to merge the Credentials and Legal Committees. Since both Committees deal with legal issues, the functions of the Credentials Committee can be assumed by the Legal Committee.

5. It is recommended that Rule 3(a) of Appendix 1 of the Rules of Procedure of the General Conference be amended to advance the deadline for submission of candidatures to the subsidiary bodies of the General Conference from 48 hours to seven days before elections.

6. It is recommended that gender-neutral language be adopted throughout the Rules of Procedure, preferably in a cost-neutral way.

Voting Rights

7. The Working Group endorsed the proposal contained in document 38C/WG/1/4 prepared by the Voting Rights Working Group to amend Rule 82 of the Rules of Procedure. The proposal entails advancing the deadline for submission of communications from Member

States invoking Article IV.C paragraph 8(c) of the Constitution of UNESCO from three days after the commencement of the General Conference, to the opening day of the Executive Board preceding the General Conference. It also creates a Working Group on Voting Rights under the APX Commission of the General Conference, which will meet at least one month before the expiration of the deadline to liaise with concerned Member States and the Secretariat and prepare for the General Conference.

8.   The issue of linking substantial arrears with the loss of the right to present candidatures to subsidiary bodies of the General Conference and other UNESCO bodies was raised. It is recommended that all Member States in arrears be encouraged to expedite payment of their financial contributions.

Role of the Bureau

9.   To promote transparency and efficient information dissemination, summary of key decisions of Bureau meetings (not detailed summary records) shall be distributed to all delegations electronically in a timely manner by the Secretariat, under the authority of the President of the General Conference. This also applies to the report on the outcomes of the Bureau read out by the President of the General Conference in plenary.

Working Methods

Organization of the Session

10.   The General Policy Debate and the majority of high-level events could be condensed in the first week of the General Conference, forming a "High-Level Segment" which can include strategic and interactive debates for Ministers.

11.   Interactive Ministerial roundtables/debates are encouraged to provide space for strategic dialogue and interaction among Ministers, thereby helping guide the work of the Commissions and future C/5. These roundtables could be organized in a cost-neutral way per sector, strategic priority, or relevant SDGs in parallel with the General Policy Debate or as high-level side events.

12.   The change to a four-year programme cycle should be reflected in the organization and length of the General Conference. In particular, the role and expectations of "intermediary" General Conferences (in years when the C/5 does not have to be approved) should be clarified to better organize debates and maximize opportunities for networking and raising the profile of UNESCO.

Agenda

13.   Earlier preparation and dissemination of the draft agendas and preliminary timetables of the Commissions of the General Conference are recommended.

14.   Simpler, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).

Relationship with Executive Board and Secretariat

15.   The practice of the General Conference adopting a specific resolution to guide preparations for the next C/5 is recommended, and can be linked with Ministerial Roundtables/Debates.

16.   Resources and staff of the GBS Secretariat dedicated to the General Conference should be reinforced by fostering the pooling of means of the Governing Bodies.

Other issues

17.   The General Conference may wish to study the composition/membership of the various Electoral Groups and, if deemed necessary, recommend changes.

SECTION B – EXECUTIVE BOARD

18.   Reaffirming the mandate of the Executive Board, as contained in Article V.B. of the Constitution, practical adjustments to its rules of procedure and working methods, as well as its relationship with the General Conference, can be examined with a view to improving its efficiency and effectiveness.

Composition and membership

19.   The Working Group supports the current total membership of the Executive Board at 58 Member States, noting that it is comparable with other United Nations specialized agencies.

Term limitations

20.   With respect to term limits, to promote more equitable geographic rotation and opportunities for smaller countries, a general rule for all Member States should be pursued; specifically, amending the Constitution, Rule 9 of the Rules of Procedure of the Executive Board and Rule 102 of the Rules of Procedure of the General Conference. Possible term limits could be for two or three consecutive terms, with a gap of two or four years before being eligible for re-election.

[21.   Alternately, voluntary self-restraint in putting forward candidatures after two or three consecutive terms should be encouraged.]

22.   While recognizing the differences in Electoral Groups, certain best practices, such as mandatory rotation and allocation of seats to sub-regional groups, can be replicated.

Structure

23.   It is recommended that the schedule of the Executive Board be adjusted so that the PX and FA Commissions, as much as possible, do not meet in parallel.

24.   Due to the growing number of agenda items, more time is needed for all Commissions to complete their work and avoid night sessions. It was also noted that there should be overall balance in the number of meetings of the various Committees.

25.   A short plenary could be held at the very beginning of the Executive Board before the Committees meet in order to adopt the agenda and set the timetables.

26.   To save on the limited time during sessions, while affirming the right of Member States to deliver national statements, it is recommended that members of the Board voluntarily decide to deliver only one general national statement a year and that the statements that have not been delivered be circulated in electronic format.

27. It is also recommended that the statement of the Director-General be distributed, as much as possible, one week in advance of the session to all Member States, so that it can be taken into account more aptly by Member States in their statements in the plenary.

28. Members can also be encouraged to focus their statements on the precise items of the agenda of the session.

Rules of Procedure

29. The Working Group supported the current number of regular sessions of the Executive Board, as contained in the Constitution and Rules of Procedure.

30. It is recommended that gender-neutral language be adopted throughout the Rules of Procedure, preferably in a cost-neutral way.

31. An earlier deadline for submission of new items on the draft agenda can be considered and amendment of the Rules of Procedure prepared in this regard.

32. It is suggested that the Board refrain, as much as feasible, from meeting in private sessions, bearing in mind confidentiality and integrity when discussing specific individuals.

33. While recognizing the constraints of limited time and resources, it is important to improve evolving practices of the Executive Board, whether in regular sessions, or in the form of the present intersessional meetings or previous Preparatory Group. In such fora, recalling recommendation 3, it is recommended that non-members of the Board be given greater opportunities to adequately express their views on various issues, so as to facilitate their participation in discussions, which ultimately affect all Member States.

34. With respect to intersessional meetings of the Executive Board Members, pending the results of their overall evaluation, there is a sense from a significant number of Member States that the Preparatory Group and information meetings were more inclusive and effective mechanisms. Pursuant to 197 EX Decision 28 & 44, evaluation of the intersessional meetings would form part of the report of the Working Group on Governance.

35. It was noted that overall, the experience of the intersessional meetings in their current format was not optimal, in terms of lack of sufficient time to conduct required deliberations, imbalanced treatment of agenda items, differing views on documentation, decision-making powers, and associated costs arising from their statutory format. The Working Group also took note of Document WG/INF.1. Nevertheless, the utility and potential of intersessional meetings were acknowledged by some Member States.

36. Taking into account Recommendation 33, and following a constructive, holistic and forward-looking approach, it is recommended that the following principles guide the design of any future intersessional/preparatory mechanisms: inclusivity, efficient preparation of regular sessions of the Executive Board, and cost-effectiveness.

37. **Inclusivity** – All Member States, including non-members of the Board, should be able to participate in an enhanced manner and contribute to discussions, taking into account recommendation 3. Hence, such meetings must be open-ended in nature. To promote inclusivity, a larger room is recommended as venue of these meetings, i.e. Rooms XI or II, and all delegations should be given nameplates.

38. **Efficient preparation of regular sessions of the Executive Board** – Effective intersessional/preparatory mechanisms should contribute to smoother management of the limited time during regular sessions, and set the stage for discussions in the Executive Board.

In no case would intersessional/preparatory mechanisms replace formal decision-making during regular sessions.

39.   **Cost-effectiveness** – Given the difficult financial situation facing the Organization, all measures to enhance cost-effectiveness of intersessional/preparatory mechanisms should be seriously considered.

40.   It is recommended that the terms of reference and methods of work of the Preparatory Group (193 EX/Decision 7.4, including the Annex) be reviewed and updated based on lessons learnt from the Intersessional Meetings of the Executive Board Members. In this regard, appendix 1 is a non-exhaustive list of tentative ideas discussed in the Working Group.

Role of the Bureau

41.   To promote transparency and efficient information dissemination, summary of key decisions of Bureau meetings (not detailed summary records) shall be distributed to all delegations electronically in a timely manner by the Secretariat, under the authority of the President of the Executive Board. This also applies to the report on the outcomes of the Bureau read out by the President of the Executive Board in plenary.

Working Methods

Agenda

42.   The agenda of the Executive Board, based on proposals of Member States to cluster items by sector, could be streamlined.

43.   Earlier preparation and dissemination to all delegations of the draft agendas and preliminary timetables of the Plenary and Commissions are recommended.

Open-ended Informal Consultations

44.   To aid in changing the working culture in UNESCO, whereby draft decisions are discussed and negotiated almost entirely in the Commissions or Plenary, taking up substantial time and resources, it is recommended that sponsors of new items convene at least one open-ended informal consultation on each of their draft decisions before they are presented for adoption.

45.   It is important for Member States to not only express their positions on items, but to also listen and understand the views, proposals, and amendments of other Member States and Groups in a timely manner. Informal consultations give delegations more time to do this and to also coordinate with respective national authorities on proposed amendments. Having at least one open-ended informal consultation on each substantive draft decision could improve the quality of debates and decision-making in the Executive Board.

46.   Informal consultations can take place before or at the sidelines of sessions of the Executive Board. Rooms are available in this regard. When not in use, Room X can be put to the disposal for Member States wanting to have informal discussions on items/decisions on the Executive Board agenda.

47.   To adequately prepare for discussions on items that have draft decisions prepared by the Secretariat, the FA and PX Chairpersons or, as appropriate, concerned Member States and the Secretariat, may wish to convene open-ended informal consultations on these items ahead of formal meetings when draft decisions are considered for adoption.

48. More guidance on Executive Board procedures and working methods (e.g. filing of amendments) on the website.

49. Simpler, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).

50. Speakers' list put on a screen inside Rooms X and XI during meetings.

51. The Working Group welcomes the greater transparency introduced in the election process of the Director-General, following the practices observed during the recent election of the United Nations Secretary-General as decided by the Executive Board in 200 EX/Decision 14. The added value of the recently-established public interviews of the candidates for the position is thus acknowledged and it is proposed to pursue the reform of such election process. The Executive Board may wish to consider a possible role for the President of the General Conference in the interview process.

[52. In particular, following a thorough assessment of the candidates, it is recommended that the Executive Board propose a short list of a minimum of two and up to three nominees to the post of Director-General for appointment by the General Conference.]

[53. For the nomination of the Director-General, it is recommended to review Rule 56 of the Rules of Procedure of the Executive Board, in order to avoid the possibility of the drawing of lots in the case that two or more candidates receive the same number of votes at the eliminating ballot or the final ballot (5th round).]

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

A. VISION AND PRINCIPLES

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.

55. 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.

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 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.

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.

58.   As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.

59.   For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.

60.   There is a need to reduce and manage politicization of nominations and decisions.

61.   To enhance visibility and the effectiveness of the work of the IIBs, more effective information-dissemination is recommended through updating and enhancement of websites and outreach to all involved actors, including Member States and their National Commissions.

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.

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).

64.   Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.

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.

Harmonization (role of Bureaus, transparency)

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.

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).

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).

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.

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.

71.   As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.

72.   Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.

73. Gender-neutral language be adopted throughout all UNESCO documents.

Alignment with overarching priorities of UNESCO

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.

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.

76. Orientation sessions for new members of all IIBs, especially for Chairpersons and Bureau members, should be institutionalized and include introduction to the C/4 and C/5 frameworks. To that end, a short user-friendly guidebook including good practices and acronyms could be produced to familiarize members with working methods and C/4 and C/5 mechanisms.

Coherence, coordination and synergies

77. Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.

78. Use of languages for inclusivity and effectiveness remains an important objective.

79. IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.

Best practices

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).

C.   SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

81. Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.

International Hydrological Programme (IHP) Intergovernmental Council

82. a.   Explore intersessional dialogue mechanism

b.   Enhance coordination between Headquarters and field offices on IHP issues.

c.   More inclusive use of working languages.

Man and the Biosphere International Coordinating Council (MAB-ICC)

83. a.   Strengthen role of ICC vis-à-vis Bureau in terms of decision-making.

b.   Enhance dialogue between ICC and International Advisory Committee (IAC) to strengthen implementation of decisions at national level.

c.   Decisions be better highlighted in reports and preparation of separate draft decisions in advance for each item on agenda.

d.   Need to enhance visibility of the MAB programme and the UNESCO MAB website.

Management of Social Transformations Programme Intergovernmental Council (MOST IGC)

84.   Enhance cooperation with IFAP and MAB.

Intergovernmental Committee for Physical Education and Sport (CIGEPS)

85.   Greater synergies with the Education Sector explored to avoid duplication.

Intergovernmental Bioethics Committee (IGBC), International Bioethics Committee (IBC), World Commission on the Ethics of Scientific Knowledge and Technology (COMEST)

86.   a.   In reviewing the three IIBs as a related cluster, IGBC, IBC and COMEST are invited to continue adjusting and/ or updating their mandates, roles and working relations in a holistic manner, looking at other models of UNESCO expert bodies reporting to intergovernmental bodies.

      b.   Consider adjusting, as appropriate, the number of members in each IIB in view of avoiding duplication of efforts and achieving cost efficiencies.

Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation (ICPRCP)

87.   a.   Bureau meetings should be closed only when handling sensitive issues.

      b.   Increase Secretariat support.

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

88.   a.   Reaffirm the intergovernmental nature, especially of the Bureau, while retaining expert engagement.

      b.   Develop clear, objective criteria for approval of projects.

      c.   Examine roles of Bureau and Council in selection of projects.

      d.   More balanced consideration of six priorities, including capacity-building.

Intergovernmental Council of the Information for All Programme (IFAP)

89.   Presentation and discussion of report to the Executive Board could be improved.

Headquarters Committee

90.   Holding of one information meeting per year to update delegations on its work.

D.   SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION (IOC)

91.   a.   More balance in use of working languages, especially for documentation.

      b.   Consider establishing the same six Electoral Groups, like other IIBs in UNESCO

E. SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Convention against Discrimination in Education and Conciliation and Good Offices Commission

92.　a.　States Parties of the Convention and its Protocol reflect on utility of Conciliation and Good Offices Commission, and decide whether to continue with the status quo or take additional measures.

　　b.　The CR Committee and the Legal Committee be requested for their views on the matter.

Convention against Doping in Sports

93.　a.　Enhance synergies and coordination between Bureau of Conference of Parties and the Social Sciences Sector.

　　b.　Enhanced cooperation with other organizations, including during MINEPS conferences, encouraged to promote visibility.

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 fulfill their objectives fully.

95.　The Secretariat handling each Convention should have at least three permanent posts.

96.　Governing Bodies of the Conventions, through broad consultations, are invited to further explore, as appropriate, harmonization 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 organizational matters, information-sharing, and cost-efficiency.

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.

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.

99.　Transparency and accountability measures can be enhanced, such as dissemination of minutes/ key results of Bureau meetings.

100.　Capacity-building and common training on all cultural conventions should be strengthened.

101.　Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.

102.　The Conventions' relations and cooperation with other international entities and initiatives should contribute to visibility, impact, and fundraising, without compromising UNESCO's core competencies.

Convention on the Protection of Cultural Property in the Event of Armed Conflict (1954)

103. a.　　Equitable rotation of Committee members is encouraged.

　　b.　　Review Guidelines for Implementation of 1999 Protocol.

　　c.　　Streamline periodic reporting system.

Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970)

104.　Reinforcement of staff supporting Convention.

Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)

105.　It is called on to ensure a balanced and representative World Heritage List.

Convention on the Protection of the Underwater Cultural Heritage (2001)

106. a.　Capacities of Secretariat should be enhanced to promote, *inter alia*, wider ratification.

　　b.　　More secondments from Member States should be encouraged.

Convention for the Safeguarding of the Intangible Cultural Heritage (2003)

107.　Need to strengthen decision-making procedures and credibility of Committee, taking due note of Ad Hoc Working Group established to address these issues.

Convention on the Promotion and Protection of the Diversity of Cultural Expressions (2005)

108. a.　　Analyze means to increase the number of projects approved each year, including ways to increase extrabudgetary funding and voluntary parties' contributions.

　　b.　　Enhance capacity-building programs and visibility.

F.　SPECIFIC RECOMMENDATIONS FOR INTERNATIONAL FUND, INTERNATIONAL PROGRAMMES, AND INTERNATIONAL EXPERT BODIES

109. Expert bodies and programmes need to strengthen transparency and information-dissemination measures, especially on appointment procedures and criteria, qualifications of members, methods of work, terms of reference, key programmes, results/ deliverables, and follow-up of recommendations.

110.　In general, visibility and relations with the General Conference and Member States need to be improved. In this regard, an appropriate feedback mechanism for Member States to provide inputs/ suggestions to these bodies, beyond limited reporting to the General Conference, should be considered. Information meetings or placing dialogue with these bodies on the agenda of the Executive Board could be options.

International Fund for the Promotion of Culture (IFPC)

111.　More information on Administrative Council, impact of selected projects, and availability of resources be made available.

International Basic Science Programme (IBSP)

112. a.   Enhance and update website.

   b.   Enhance outreach to Member States, including dissemination of reports on work of Scientific Board.

International Geoscience and Geoparks Programme (IGGP)

113. a.   Enhance and update website.

   b.   Strengthen reporting to General Conference and Executive Board.

   c.   Intensify synergies and cooperation with MAB and WHC.

   d.   Continue to expand avenues for North-South and South-South cooperation.

Executive Committee for the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization in Cairo

114.   Updates from the Executive Committee on implementation of its mandate were noted.

International Advisory Committee of the Memory of the World Programme (IAC MoW)

115.   The decision of the 201st Executive Board on this item is noted.

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Abdus Salam Centre for Theoretical Physics (ICTP)

116. a.   ICTP submit a regular report to the General Conference, highlighting impact of its work and connections to UNESCO's Natural Science programme and 2030 Agenda.

   b.   Follow-up of the External Auditor's recommendations.

Education Category 1 Institutes

117. To improve transparency and information dissemination, more systematic and coherent presentation of the work of the Education Category 1 Institutes to the Executive Board and Member States is recommended, considering that allocations from the Regular Budget support the Category 1 Institutes.

118. In this connection, enhancing visibility and interaction with Member States, through appropriate feedback mechanisms, such as periodic dialogues or orientation and information meetings is suggested.

119. Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.

120. Updating of websites to improve information-sharing is necessary.

121. The functional autonomy of Education Category 1 Institutes has to be maintained.

122. Mapping of assets/ contributions of Category 1 Institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.

123. Harmonization and updating of statutes and procedures is timely. The Secretariat, Member States and relevant Governing Bodies should continue to engage on this issue.

124. Balanced support to the Category 1 Institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.

125. Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).

126. Education Category 1 Institutes are encouraged to closely cooperate on relevant issues.

127. The internet site of the International Institute for the Capacity-building in Africa (IICBA) should be made available in French, and the English version of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) website should be improved.

UNESCO Institute for Statistics (UIS)

128. UIS participate in Structured Financing Dialogues.

PART 3. FOLLOW-UP MECHANISMS

---

129. The General Conference is invited to consider an appropriate follow-up mechanism to promote implementation of the Working Group's recommendations (from both Sub-Groups 1 and 2), such as production of a compendium or guidebook of best practices.

130. Governing Bodies and IIBs can be requested to continue to take up the matter of governance reform in their respective agendas and to submit reports in this regard to the 40th session of the General Conference.

131. The Secretariat (GBS and BSP) with support by IOS and in consultation with the External Auditor should develop and coordinate the implementation of two costed and time-bound follow-up plans for the period 2018-2021 with a clear overview of the division of labour and requiring also the active participation of Member States, the governing bodies and the IIBs, a mid-term progress report should be submitted by the Secretariat in 2019 to the Working Group on Governance, to the Executive Board and to the 40th session of the General Conference and a final report should be submitted in 2021 by the Secretariat to the Executive Board and the 41st session of the General Conference.

132. The Director-General is invited to continue to review the working methods of the Secretariat with the purpose to improve their efficiency and transparency and to present reports on proposed improvements in Executive Board reports on the implementation of the programme (EX/4).

133. The Director-General is also invited to implement fully Resolution38 C/22 and195 EX/Decision 4 Part V and, in particular, to prepare carefully the next C/5 content and programme priorities consultation taking into account the debate at the 200th session of the Executive Board and in close consultation with the Member States.

134. Recommends to the General Conference to consider to reconvene the Working Group on Governance, Procedures and Working Methods of the Governing Bodies of UNESCO, before its 40th and 41st sessions with the aim to examine:

   a.   the implementation of the adopted recommendations on governance by the 39th session of the General Conference;

b.   outstanding **recommendations** ~~issues~~ in relation to 38 C/Resolution 101 **including**:

- ~~In particular~~ **Following a thorough assessment of the candidates, it is recommended that the Executive Board propose a short list of a minimum of two and up to three nominees to the post of Director-General for appointment by the General Conference;**

- **For the nomination of the Director-General, it is recommended to review Rule 56 of the Rules of Procedure of the Executive Board be reviewed in order to avoid the possibility of the drawing of lots in the case that two or more candidates receive the same number of votes at the eliminating ballot or the final ballot (5th round).**

APPENDIX 1

Non-exhaustive list of tentative ideas for intersessional/preparatory mechanisms

Efficient preparation of regular sessions of the Executive Board

- Focus can be on discussing more complex agenda items, with a view to preparing their consideration during regular sessions, including draft decisions and documentation.
- The work of the intersessional/preparatory mechanisms should remain at the technical level.
- The Draft Agenda for the Executive Board can include possible proposals for Items without debate. In this regard, the Bureau of the Executive Board can identify items that could be considered without debate, by an asterisk on the Draft Agenda of the Executive Board, during regular sessions through wide consultations with electoral groups in accordance with the guidelines in appendix 2.

Cost effectiveness

- In principle, one meeting be held prior to each regular session of the Executive Board. However, the frequency can also be determined by the need of the topics to be discussed.
- Adjusting frequency of meetings can also reduce costs.
- Such meeting could last for two days and be held two weeks before the regular session of the Executive Board.
- The Director-General or his/her representative can address specific agenda items and only deliver general remarks if requested, without the ensuing question-and-answer portion.
- Focus the participation of the Secretariat in intersessional/preparatory mechanisms to supplying information, when requested by Member States.

Working methods

- A Chairperson and a Vice-Chair can be elected from among Member States and serve for one biennium. Alternatively, the Chairpersons of FA Commission and PX Commission as they decide between themselves, can chair the meeting.
- The agenda can be proposed by the Bureau of the Executive Board and agreed by consensus following widest possible consultations among all Electoral Groups. The two Chairpersons of the FA Commission and PX Commission should provide substantive input to the draft agenda.
- The agenda shall include items such as the Draft C/5, new agenda items by Member States, reports by the IOS, the Strategic Results Report – EX/4 and reports from the External Auditor, as well as strategic documents.
- Documents used should be the same documents used for regular sessions of the Board.
- A summary of discussions can be prepared in a timely manner flagging key issues and distributed to all delegations after each meeting.
- This summary would be considered, as appropriate, by the Executive Board and its various subsidiary bodies at the subsequent regular session. Every Member State retains the sovereign right to voice its opinions and take the floor on any agenda item during regular sessions of the Executive Board.
- Any such preparatory mechanism should not replace delegations' own initiatives to hold separate consultations on their own initiatives/DRs in preparation of the Executive Board (as reflected in Recommendations 47 to 49).

APPENDIX 2

GUIDELINES

Responsibilities of Representatives of Electoral Groups in Bureaus

Background

Member States elected to a governing or subsidiary body of a UNESCO intergovernmental Programme or Convention, the Executive Board, as well as statutory meetings of State Parties, delegate certain tasks to a smaller representative body, namely the Bureau.

In principle, the Bureau consists of Member States or individuals from Member States elected to represent Electoral Groups. Chairpersons and Rapporteurs, on the other hand, are understood to also serve in their personal capacities. Election to a Bureau as a representative of an Electoral Group should be seen as an honor and therefore carries with it important duties. The scope and tasks of Bureaus vary depending on different Rules of Procedure, but the responsibilities of Bureau Members vis-à-vis their mandates as Electoral Group representatives have not been clearly defined.

In accordance with the recommendations of the Working Group on Governance to enhance transparency, inclusiveness and efficiency of the Governing Bodies of UNESCO, these Guidelines aim to promote good governance, common ownership, and shared responsibility of Member States in a holistic manner.

Guiding principles

- Bureau members should act in good faith and actively engage with respective Electoral Groups and their members.
- They should promote UNESCO's values and ideals, and work in a spirit of dialogue, cooperation, inclusiveness and trust-building.
- They should abide by highest standards of equity, fairness, transparency and accountability.

General responsibilities

- Bureau members should be mindful that they represent their respective Electoral Groups.
- They should communicate with the members of their respective Electoral Groups in timely, transparent and effective manner, through correspondence by electronic means or by organizing coordination meetings, to promote efficient information-sharing and dissemination.
- They are called upon to consult with their respective Electoral Group members on the items on the agenda of the Bureau, soon after they are announced.
- If possible, they shall seek to consolidate the position(s) of their respective Electoral Groups on items to be discussed at Bureau meetings.
- They shall also present positions of concerned Member States of their respective Electoral Groups on relevant agenda items, when requested, at Bureau meetings.
- They shall inform promptly about the outcomes of Bureau meetings, complementing the summary of Bureau meetings when distributed.
- They shall update their respective Electoral Groups regarding all Agenda items and emerging issues after and in-between Bureau meetings.

APPENDIX 3

Non-exhaustive List of Best Practices of IIBs

Bureaus

- Minutes of Bureau meetings posted online (IHP)
- Participation of observers in Bureau meetings (MOST-IGC, IFAP, 1954 Convention)
- Close work between Bureau and Council (MOST-IGC)
- Working meetings of Bureau with civil society (2005 Convention)
- Election of Bureau at end of session (2005 Convention)

Documentation

- Action Paper which outlines key issues and expectations (IOC)
- Annotated agenda (IOC)

Decision-making

- Informal consultations prior to meetings facilitate decision-making (IHP)
- Mechanism for introduction of draft resolutions through Drafting Committee (IHP)
- Development of criteria for selection of projects (IFAP)
- Sharing of draft amendments in advance (2005 Convention)
- Open Working Group during Committee sessions allowing for inclusive and transparent discussions on major issues (1972 Convention)

Efficient working methods

- Management of agenda to allow for ample discussions (IGBC)
- Good use of consultations among members between sessions (CIGEPS)
- Terms of reference for working groups (IFAP)
- Transparency between Member States and Secretariat (HQ Committee)
- Responsiveness to requests from Member States (HQ Committee)
- Ad Hoc Working Group (1972 Convention)
- Periodic reporting (1972 Convention, 2005 Convention)
- Organization of Exchange Day which provided opportunity for thematic discussions (2001 Convention)
- Regular reporting to Executive Board (UIS)
- Minutes of Steering Committee distributed (UIS)
- Making use of silent procedure as appropriate (IPDC)
- Continued monitoring of the state of conservation throughout the year (1972 Convention)
- Implementation of IOS' recommendations (2005 Convention)
- Satisfaction survey (2005 Convention)

Composition

- Re-election possible only once on IGGP Council

IT

- Use of social media and IT, i.e. video on IHP;
- Use of information technology; i.e. all resolutions and amendments are immediately placed online (IOC)
- Online training programmes of International Institute for Education Planning (IIEP)
- A web page with a whole set of knowledge management tools for all stakeholders (1972 Convention)

C/4 and C/5 alignment

- Efforts to align with C/4 and C/5 (MAB ICC)
- Comprehensive MOST Strategy;
- Strategic planning (MAB Lima Action Plan),
- Results framework being developed for the Convention streamlined into reporting (2003 Convention) against C/5 Expected Results (2005 Convention);
- Priority-setting exercise (IOC, 2005 Convention)
- Consultations on exit strategy, upon fulfillment of objectives when National Museum in Cairo becomes fully operational (Nubia Executive Committee)

Synergies

- Good use of regional networks (MAB-ICC)
- Joint meetings that build synergies and reduce costs (IGBC, IBC, COMEST)
- Joint meetings of Chairs (IGBC, IBC, COMEST, Cultural Conventions)
- Multi-stakeholder approach promoted through UN Plan of Action on Safety of Journalists and Issue of Impunity (IPDC)
- Extensive cooperation with other international organizations (IOC)
- Merging of Geosciences and Geoparks programme (IGGP)
- Involvement of local communities and international scope of activities (IGGP)
- Extensive support of Global Geoparks Network (IGGP)
- Cooperation of IICBA with Headquarters and Field Offices

Information dissemination/ visibility

- International Support Group meetings (MAB-ICC)
- Information meetings to communicate regularly with Member States (IOC, 1970 Convention
- Region-specific meetings to promote awareness-raising and ratification (2001 Convention)
- Periodic reporting (1972 and 2005 Convention)
- Fund mobilization strategy (UIS)