FOLLOW-UP TO 39 C/RESOLUTION 87

OUTLINE

Background: At its 39th session, the General Conference examined the report of the open-ended working group on governance, procedures and working methods of the governing bodies of UNESCO. Through 39 C/Resolution 87, the Conference endorsed 131 of the 134 recommendations formulated by the working group. Recommendation 131 states that a mid-term progress report on the implementation of the recommendations 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.

ANNEX

40 C/INF.16
Annex
207 EX/21.INF
PARIS, 25 September 2019
English & French only

Executive Board
Two hundred and seventh session

United Nations
Educational, Scientific and
Cultural Organization

Item **21** of the provisional agenda

**FOLLOW UP AND IMPLEMENTATION OF RELEVANT RECOMMENDATIONS
OF GENERAL CONFERENCE 39 C/RESOLUTION 87 – GOVERNANCE, PROCEDURES
AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO**

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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

<u>SECTION A – GENERAL CONFERENCE</u>

Mandate

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

Structure

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

	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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Ongoing November 2021	
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.	Yes		
6	It is recommended that gender-neutral language be adopted throughout the Rules of Procedure, preferably in a cost-neutral way.	Yes		

Voting Rights

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Yes		

	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.		Action expected from Member States	

Role of the Bureau

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

Working Methods

Organization of the Session

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
10	The General Policy Debate and the majority of high-level events could be condensed in the first week of the General	Yes		

	Conference, forming a "High-Level Segment" which can include strategic and interactive debates for Ministers.			
11	Interactive Ministerial round tables/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.	Yes		
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.	Yes		

Agenda

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
13	Earlier preparation and dissemination of the draft agendas and preliminary timetables of the Commissions of the General Conference are recommended.	Yes		
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)	Yes		

Relationship with Executive Board and Secretariat

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		
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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
17	The General Conference may wish to study the composition/membership of the various Electoral Groups and, if deemed necessary, recommend changes.		Action expected from Member States	

PART 3.   FOLLOW-UP MECHANISMS

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		
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	Yes		

	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.				

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).
		Yes			

Update on the recommendations of Part 1, Section A, General Conference: When preparing the next session of the General Conference, these recommendations will take into due consideration and corresponding proposals on the organization of the session will be submitted by the Director-General to the Executive Board at its 207th session (autumn 2019).

Update on the recommendations of Part 2: The President of the General Conference addressed a letter to the Heads of each of the IBBs, recalling the terms of 39 C/Resolution 87 and inviting them to examine the recommendations and to report back to the President on implementation, in order to fill the matrix with a

view to presenting it to the meeting of the Working Group on Governance held on 27 March 2019 and 30 September and 1 October2019, as per the terms of Resolution 87.

Update on the follow-up mechanisms: An internal working group has been set up in this regard to review the plan of action on a regular basis and, as requested by the General Conference, a mid-term progress report will 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.

In addition, as a follow-up to Recommendation 76 of the Working Group on Governance, the Secretariat (BSP) proceeded with the elaboration of a user-friendly guidebook "*including good practices and acronyms to familiarize (new) members of the Organization's International and Intergovernmental Bodies (IIBs) with the working methods of the Organization and the C/4 and C/5 documents*". The Guidebook provides general information on the Organization's mandate, functions, methods of work, as well as on the process of elaboration of the C/4 and C/5 documents and best practices regarding the contribution of the IIBs to this process. The Guidebook is available in English and French from the General Conference website since June 2019.

As per Recommendation 131, a mid-term progress report will 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.

**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

<u>SECTION B – EXECUTIVE BOARD</u>

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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		Action expected from Member States	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.			
22	While recognizing the differences in Electoral Groups, certain best practices, such as mandatory rotation and allocation of seats to subregional groups, can be replicated.			

Structure

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		At its 205th session, the Executive Board requested the Secretariat of the Governing Bodies in order to facilitate more informed consideration of recommendations 23, 24 and 25, to provide, under the authority of the Chairperson of the Executive Board, at the next session of the Special Committee a draft timetable simulation of an Executive Board with a possible opening plenary and avoiding parallel meetings of the PX and FA Commissions, with the most minimal cost implications. 207 EX/21.INF.2	
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	The Secretariat has made some significant efforts to provide more		

	balance in the number of meetings of the various Committees.	time for all Commissions to complete their work and avoid night sessions. Since the 204th session, the Executive Board (including the Bureau) had completed its work ahead of schedule (one half day). In addition, the Plenary had managed to leave one half day before closing the session, thus allowing the Commissions to complete their work, as needed.		
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.		See Recommendation 23	
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.	Yes, to recall that the Executive Board adopted at its 202nd session, the following decision (202 EX/Dec.41): Amendment to Rule 23 of the Rules of procedure of the Executive Board to allow written contributions to the plenary debate to be included in the summary records The Executive Board, 1. Having examined document 202 EX/41,		

		2. Decides not to amend Rule 23 of its Rules of Procedure; 3. Acknowledges that its Members and observers, as an alternative or in addition to their oral statement on items discussed during the plenary debates, have the option to also submit their contributions in writing on a voluntary basis; 4. Encourages all voluntary measures aimed at enhancing the efficiency of the Executive Board that do not increase costs, which may include the following: (a) reduction of the time allocated for statements by Member States on items discussed during the plenary debates;		

		(b) reduction of the frequency from twice to once a year of statements by Member States on items discussed during the plenary debates; 5. Requests its Members and observers to inform the Secretariat sufficiently in advance in order that mechanisms may be implemented, making it possible to use the additional time gained in an efficient and appropriate manner and to amend accordingly the timetable of the Executive Board.		
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.		Yes	
28	Members can also be encouraged to focus their statements on the precise items of the agenda of the session.	Yes, Members of Executive Board are		

| | | encouraged to do so, as mentioned in the letter of invitation of the Chair since the 204th session. | | |

Rules of Procedure

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
29	The Working Group supported the current number of regular sessions of the Executive Board, as contained in the Constitution and Rules of Procedure.	Yes		
30	It is recommended that gender-neutral language be adopted throughout the Rules of Procedure, preferably in a cost-neutral way.	Yes		
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.	Yes, see 205 EX/Decision 33		
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.	Yes		
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.	Yes		
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	Yes		

	Member States that the Preparatory Group and information meetings were more inclusive and effective mechanisms. Pursuant to 197 EX/Decision 28 and 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.	Yes		
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.	Yes		
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.	Yes		
39	Cost-effectiveness – Given the difficult financial situation facing the Organization, all measures to enhance cost-	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.	Yes		

Role of the Bureau

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes, as of the 204th session (Summaries of key recommendations of the Bureau were sent to all Delegations by e-mail at the latest two hours after the meeting of the Bureau) and posted on the Executive Board website.		

Working methods Agenda

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
42	The agenda of the Executive Board, based on proposals of Member States to cluster items by sector, could be streamlined.	Yes, the presentation of the provisional agenda of the 205th session has been simplified.		

| 43 | Earlier preparation and dissemination to all delegations of the draft agendas and preliminary timetables of the Plenary and Commissions are recommended. | Yes, the provisional agenda and timetable of the session is available at least 3 months before the session (EXB Chairperson's letter of consultation is sent to the members of the Bureau, with copy to all Delegations). The provisional timetables of the Commissions are sent to the Delegations immediately after the first meeting of the Bureau, the week preceding the meetings of the Plenary and of the Commissions. | | |

Open-ended Informal Consultations

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Since the 204th session, the Chairperson of the Executive Board's letter of invitation to the session refers to Recommendations 44 to 47, encouraging Member States to implement them.	Action expected from Member States	
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	Since the 204th session, the Chairperson of the Executive Board's letter	Action expected from 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.	of invitation to the session refers to Recommendations 44 to 47, encouraging Member States to implement them.		
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.	Yes, since the 204th session, the Chairperson of the Executive Board's letter of invitation to the session refers to Recommendations 44 to 47, encouraging Member States to implement them.		
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.	Yes		
48	More guidance on Executive Board procedures and working methods (e.g. filing of amendments) on the website.	Yes		
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).	Yes		
50	Speakers' list put on a screen inside Rooms X and XI during meetings.	Yes		
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		Action expected from Member States	

	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.			

Update on the recommendations of Part 1, Section A, General Conference: When preparing the next session of the General Conference, these recommendations will take into due consideration and corresponding proposals on the organization of the session will be submitted by the Director-General to the Executive Board at its 207th session (autumn 2019).

Update on the recommendations of Part 2: The President of the General Conference addressed a letter to the Heads of each of the IBBs, recalling the terms of 39 C/Resolution 87 and inviting them to examine the recommendations and to report back to the President on implementation, in order to fill the matrix with a view to presenting it to the meeting of the Working Group on Governance held on 27 March 2019 and 30 September and 1 October2019 , as per the terms of Resolution 87.

Update on the follow-up mechanisms: An internal working group has been set up in this regard to review the plan of action on a regular basis and, as requested by the General Conference, a mid-term progress report will 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.

In addition, as a follow-up to Recommendation 76 of the Working Group on Governance, the Secretariat (BSP) proceeded with the elaboration of a user-friendly guidebook "*including good practices and acronyms to familiarize (new) members of the Organization's International and Intergovernmental Bodies (IIBs) with the working methods of the Organization and the C/4 and C/5 documents*". The Guidebook provides general information on the Organization's mandate, functions, methods of work, as well as on the process of elaboration of the C/4 and C/5 documents and best practices regarding the contribution of the IIBs to this process. The Guidebook is available in English and French from the General Conference website since June 2019.

**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)

INTERNATIONAL HYDROLOGICAL PROGRAMME (IHP) INTERGOVERNMENTAL COUNCIL

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more		Yes	

	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 revised Statutes are to be approved by the GC at its 40th session (Nov. 2019)	
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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Not applicable.	Not applicable	Not applicable
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.		Yes Implemented by the Secretariat but pending for MS and IHP NCs December 2023	
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.	Yes		
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).		Yes Although the documentation is user friendly no virtual environment has been set up December 2021	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.			Yes
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.			Yes

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).		Implemented as part of the revision of the Statutes of the IHP Council, pending approval at the 40GC	
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).	Yes		
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.	Yes		
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		Implemented by the Secretariat but pending for MS and IHP NCs	

			December 2023	
	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.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Not applicable	Not applicable	Not applicable

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.			High associated cost

International Hydrological Programme (IHP) Intergovernmental Council

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
82	(a) Explore intersessional dialogue mechanism (b) Enhance coordination between Headquarters and field offices on IHP issues. (c) More inclusive use of working languages.	(b) Yes (c) Yes		(a) Yes

RECOMMENDATIONS

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

MAN AND THE BIOSPHERE INTERNATIONAL COORDINATING COUNCIL (MAB-ICC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.			Contradicts the MAB ICC statutes of 2011. Would thus require change for the consideration of the General Conference
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.			If it is a general rule, then MAB will follow it, provided the General Conference endorses it.
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.		MAB will favourably consider using standardized templates if and when available	
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	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.	Yes		
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.			This is being studied

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.			The MAB Secretariat and the ICC are satisfied with the role, composition and procedures of the MAB Bureau. This said, eventual harmonized rules of procedure/ statutes or development of general guidelines for all IIBs would be studied with interest.
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).	Yes		
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).	Yes		

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.		2020	
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.			As expressively so decided by the ICC, the elections of the MAB Bureau are always done by the ICC that meets following the General Conference. As the MAB ICC meets annually, typically in the first half of the year, the election of the Bureau is therefore done sooner rather than later after the General Conference.
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.		This is already satisfactory within MAB, but opportunities for further enhancements are studied.	
73	Gender-neutral language be adopted throughout all UNESCO documents.		MAB is a committed to a gender-neutral language. As concerns the name of the MAB Programme "Man and the Biosphere", it has been subject for discussion at several MAB ICC's in the past as it was not perceived to be gender-neutral by all Member States. However, the conclusion of those	

discussions was to keep the name based on the argument that "Man" here represented man/humankind, and that when translated into other languages, this was generally quite clear. Furthermore, in general communications, there is often a sub-line explaining that the programme deals with "people living in and caring for the biosphere'. This said, it is possible that the MAB ICC will debate the issues at some future session. Although it is presently not foreseen.	

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.		This is done internally by the MAB Secretariat based on the provisions contained in the MAB Strategy (endorsed by the 38th session of the UNESCO General Conference as adopted by the 27th MAB ICC) and the associated Lima Action Plan for MAB and its WNBR 2016-2025 as agreed (adopted by the 28th MAB ICC on 19 March 2016, Lima, Peru, and approved by the 200th	

			session of the Executive Board of UNESCO). Member States are typically also referring to these documents in their discussion at the General Conference/Executive Board related to the C/4 and C/5 documents. Overall, MAB is seen as a 'best practice' in this area (ref appendix 3).	
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.	Yes		
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.		The 31st MAB ICC (June 2019) was informed about soon-to-be-published guidebook. Related sessions could be done in 2020	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.		While agreeing in principle, MAB is also of the opinion that with a too limited total budget, even the best balanced resource	

			allocation will prove to be insufficient. Overall resource mobilization (regular programme and extrabudgetary) is therefore also called for.	
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

C.   SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	Yes		

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

No.		Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
83	(a)	Strengthen role of ICC vis-à-vis Bureau in terms of decision-making.	Yes		
	(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.			

**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

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.			No (The IGC discussed this at its 13th session in March 2017)
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			The IGC has not considered this. However at 35 Member States the MOST IGC is comparatively small compared to other IIBs.
60	There is a need to reduce and manage politicization of nominations and decisions.			Not been considered.
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.	Yes		
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.	Yes	Introduction to hyperlinking to documents is eminent. It will be used for the Extraordinary session of the IGC in November 2019	
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	Yes (The IGC has user-friendly documentation with annotated agendas since 2015)	Idem as above.	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.	Yes (through the right of non-IGC members to observe the IGC sessions, and non-IGC Bureau members to observe 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.			No

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).		The guidelines will be disseminated at the Extraordinary session of the IGC in November 2019.	
69	Documents related to Bureau meetings should appear online before meetings take place; outcomes, including reports of	Yes		

	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.	Yes		
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.			There are opportunities for informal input by the MOST Secretariat.
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 opportunities to contribute through SHS meetings with Member States which however are not MOST specific.

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		An orientation session will be held with the new Bureau to be elected in November. During this session it will also be discussed whether to produce a user-friendly guidebook.	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	**Yes**		
78	Use of languages for inclusivity and effectiveness remains an important objective.	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". Rule 16 stipulates "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".		

| 79 | IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap. | **Yes** | | |

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	Yes		

Management of Social Transformations Programme Intergovernmental Council (MOST IGC)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
84	Enhance cooperation with IFAP and MAB.	Yes with MAB		No with IFAP

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)

INTERGOVERNMENTAL COMMITTEE FOR PHYSICAL EDUCATION AND SPORT (CIGEPS)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.			Not applicable
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.			Not applicable

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.			not approved by Council
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.			not approved by Council
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Not applicable
60	There is a need to reduce and manage politicization of nominations and decisions.			Not applicable
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.			Not applicable (depending on additional resources)
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.			Not applicable

No.	Recommendation			Not applicable
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.			No Rules of Procedure of the Bureau exist
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).	Yes		
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).	Yes		
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.			Not applicable no Bureau meetings
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.	Yes		

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.			Not applicable no Bureau meetings
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.			Pending on format to be proposed by BSP
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.			Depending on format to be proposed by BSP
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.		2020 by mail	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Not applicable (budget already minimal; sessions frequently organized with EXB funding
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).			Action Plan directly anchored on SDGs

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	Yes		

Intergovernmental Committee for Physical Education and Sport (CIGEPS)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
85	Greater synergies with the Education Sector explored to avoid duplication.	Yes		

**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)

INTERGOVERNMENTAL BIOETHICS COMMITTEE (IGBC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	No comment		
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.	No comment		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.			IGBC Member States requested more time for consideration
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			IGBC Member States requested more time for consideration
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).	Yes		
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.		Implementation expected 31/12/2020	
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.	Yes		

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.			IGBC Member States requested more time for consideration
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected by 31/12/2020	
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.	Yes		
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.		Implementation expected by 30/09/2020	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Not applicable
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

C.   SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	Yes		

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

No.		Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		IGBC Member States requested more time for consideration
	(b)	Consider adjusting, as appropriate, the number of members in each IIB in view of avoiding duplication of efforts and achieving cost efficiencies.			

**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)

INTERNATIONAL BIOETHICS COMMITTEE (IBC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	No comment		
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.	No comment		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Under consideration: Reducing size of IBC would adversely impact quality and volume of its work
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).			Not applicable
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.	Yes		
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	Yes		

	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.		Implementation expected by 31/12/2020	
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected by 31/12/2020	
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Not applicable
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	Yes		

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

No.		Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		Under consideration: Reducing size of IBC would adversely impact quality and volume of its work
	(b)	Consider adjusting, as appropriate, the number of members in each IIB in view of avoiding duplication of efforts and achieving cost efficiencies.			

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)

WORLD COMMISSION ON THE ETHICS OF SCIENTIFIC KNOWLEDGE AND TECHNOLOGY (COMEST)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	No comment		
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.	No comment		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Under consideration: COMEST workload has increased and size should not be reduced
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).			Not applicable
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.	Yes		
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	Yes		

		Implemented	Ongoing (including delivery date)	Not Implemented
	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.		Implementation expected by 31/12/2020	
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected by 31/12/2020	
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Not applicable
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.	Yes		

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

No.		Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		Under consideration: COMEST workload has increased and size should not be reduced
	(b)	Consider adjusting, as appropriate, the number of members in each IIB in view of avoiding duplication of efforts and achieving cost efficiencies.			

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)

INTERGOVERNMENTAL COMMITTEE FOR PROMOTING THE RETURN OF CULTURAL PROPERTY
TO ITS COUNTRIES OF ORIGIN OR ITS RESTITUTION IN CASE OF ILLICIT APPROPRIATION (ICPRCP)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 Sustainable Development Agenda and the Paris Agreement on Climate Change.	Yes		
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.		Implementation expected by 2020	
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.			Not applicable
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.		Implementation expected by 2020	
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.		Implementation expected by 2020	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected by 2020	
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).		Implementation expected by 2020	
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).		Implementation expected by 2020	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Implementation expected by 2020	
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.		Implementation expected by 2020	
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.		Implementation expected by 2020	
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Partially		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Partially	Implementation expected by 2021	
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.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Responsibility of UNESCO Member States exercised during the General Conference
78	Use of languages for inclusivity and effectiveness remains an important objective.		Implementation expected by 2020	
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).		Implementation expected by 2020	

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.		Implementation expected by 2020	

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
87	(a) Bureau meetings should be closed only when handling sensitive issues. (b) Increase Secretariat support.	Yes	(a) Implementation expected by 2020	

**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)

INTERNATIONAL PROGRAMME FOR THE DEVELOPMENT OF COMMUNICATION (IPDC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes (on a voluntary basis)	Council to decide on amendment of statutes in October 2020	
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes (on a voluntary basis)	Council to decide on amendment of statutes in October 2020	
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.		Bureau recommended to continue with current size Council to decide in October 2020	
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes (but house-wide harmonized templates not available yet)		
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).	Yes (but house-wide harmonized templates not available yet)		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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.		Council to decide in October 2020	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes (IPDC Secretariat participated in the development of general guidelines for IIBs)		
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).		Bureau recommended to continue with current size, Council to decide in October 2020	
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).	Yes		
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.	Yes		
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			Awaiting a house-wide solution

	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.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.			Awaiting a house-wide implementation proposal
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.			Awaiting a house-wide implementation proposal
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Awaiting a house-wide implementation proposal
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes (through NICE)		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).			Awaiting a house-wide implementation proposal

C.   SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.		Council to formally endorse/reject recommendation in October 2020	

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

No.	Recommendation		Implemented	Ongoing (including delivery date)	Not Implemented
88	(a)	Reaffirm the intergovernmental nature, especially of the Bureau, while retaining expert engagement.	Yes	Council to formally endorse recommendation in October 2020	
	(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			

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)

INTERGOVERNMENTAL COUNCIL OF THE INFORMATION FOR ALL PROGRAMME (IFAP)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.		Implementation expected by November 2019	
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.		Implementation expected by November 2019	
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Not applicable as the number of Member States is already limited to 26.
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).			Not applicable

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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.		Implementation expected by November 2019 subject to the adoption of the revised Statutes by the General Conference	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.		New IFAP Rules of Procedures to be adopted by the IFAP Council in 2020	
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).		Implementation expected by November 2019	
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).	Yes		
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.	Yes		
70	Elections of Bureaus should be held, as much as possible, soon after elections for seats on the IIBs conducted at the		Implementation expected by November 2019	

	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.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.		Implementation expected by November 2019	

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.		Work in progress as reporting template needs to be provided	
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).		Implementation expected by 2020	

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.			Not applicable

Intergovernmental Council of the Information for All Programme (IFAP)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
89	Presentation and discussion of report to the Executive Board could be improved.	Yes		

**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)**

HEADQUARTERS COMMITTEE

A. **Vision and Principles**

No.	Recommendation	Implemented	Ongoing (including 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.			Inconsistent with statutes
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more		31/06/2020	

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Inconsistent with statutes
60	There is a need to reduce and manage politicization of nominations and decisions.			Inconsistent with statutes
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.	Yes		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

| 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. | | | Inconsistent with statutes |

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).	Yes		
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.			Inconsistent with Statutes
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.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.			Inconsistent with statutes
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.			Inconsistent with statutes
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
81	Explore the possibility of holding annual Council sessions for the bodies, which do not meet annually, taking into account cost implications.			Inconsistent with statutes

Headquarters Committee

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
90	Holding of one information meeting per year to update delegations on its work.	Yes		

**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)

INTERNATIONAL OCEANOGRAPHIC COMMISSION (IOC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.			Considered by the IOC Governing Bodies as not relevant to IOC context

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).			Inconsistent with the Statutes. Rejected at this stage by decision of IOC Governing Bodies
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).	Yes		
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.	Partially	Full implemented expected by January 2020	
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.			Not applicable

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Partially, as regards more transparent working methods	Full implemented expected by January 2020	Rejected at this stage by decision of IOC Governing Bodies as regards observers
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	(a) Yes		(b) Rejected at this stage by decision of IOC Governing Bodies

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)

E.   SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

CONVENTION AGAINST DISCRIMINATION IN EDUCATION AND
CONCILIATION AND GOOD OFFICES COMMISSION RESPONSIBLE FOR SEEKING THE SETTLEMENT OF ANY DISPUTES
THAT MAY ARISE BETWEEN STATES PARTIES TO THE CONVENTION AGAINST DISCRIMINATION IN EDUCATION

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Implementation expected by 40th session of the General Conference (November 2019)1	

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[1]   Pursuant to recommendation 92, on 19 December 2018, the Secretariat launched a consultation on the question of the usefulness of the Conciliation and Good Offices Commission to States parties to the 1960 Convention and the 1962 Protocol. Eight replies were received by the Secretariat from these States. The outcome of this consultation will first be submitted to the CR Committee at the 207th session of the Executive Board in the document on the general monitoring of the implementation of UNESCO's standard-setting instruments, and then, together with the Board's comments, it will be transmitted to the Legal Committee at the 40th session of the General Conference, in accordance with recommendation 92.

**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)

CONVENTION AGAINST DOPING IN SPORTS (2005)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Partially		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more		COP7	

	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.		(30-31/10/2019, UNESCO HQ)	
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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation		
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 applicable as per COP Rules of Procedure

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.		COP7 (30-31/10/2019, UNESCO HQ)	
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).	Yes		
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).	Yes		
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.	Partially		
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.			Non applicable – the Bureau of the COP is elected by the COP itself (without correlation with elections on IIBs conducted at the GC)

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.			Not applicable
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.			Not applicable – the COP does not report to the General Conference
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.			Not applicable – the COP does not report to the General Conference

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Partially		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

E. SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Convention against Doping in Sports

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	(a) Yes (b) Partially		

**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)

CONVENTION ON THE PROTECTION OF CULTURAL PROPERTY IN THE EVENT OF ARMED CONFLICT (1954)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.		12/2021	
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.		12/2019	

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more		12/2019	

	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.			Not applicable
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.			Not applicable
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.		12/2019	
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.	Partially		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		12/2019	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.		12/2019	
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).	Yes		
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).	Yes		
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.	Partially		
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.	Yes		

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Partially		
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.		12/2020	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Responsibility of UNESCO Member States exercised during the General Conference
78	Use of languages for inclusivity and effectiveness remains an important objective.		12/2019	
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).		12/2021	

E. SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Cultural Conventions

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Partially		

	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.	Yes		
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.		12/2019	
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.	Partially		
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.	Yes		
99	Transparency and accountability measures can be enhanced, such as dissemination of minutes/key results of Bureau meetings.	Partially		
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.		12/2019	
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.	Yes		

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

No.		Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
103	(a)	Equitable rotation of Committee members is encouraged.		12/2019	
	(b)	Review Guidelines for Implementation of 1999 Protocol.			
	(c)	Streamline periodic reporting system.			

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)

CONVENTION ON THE MEANS OF PROHIBITING AND PREVENTING THE ILLICIT IMPORT, EXPORT AND TRANSFER OF OWNERSHIP OF CULTURAL PROPERTY (1970)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Subsidiary Committee and Meeting of States Parties: Yes		
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.	Subsidiary Committee and Meeting of States Parties: Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 Sustainable Development Agenda and the Paris Agreement on Climate Change.	Subsidiary Committee: partially	Meeting of States Parties: implementation expected by 2021	
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.	Subsidiary Committee and Meeting of States Parties: Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Meeting of States Parties: Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.			Not applicable
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.		Subsidiary Committee and Meeting of States Parties : implementation expected by 2020	
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.	Subsidiary Committee: Yes	Meeting of States Parties: Implementation expected by 2021	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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).	Subsidiary Committee and Meeting of States Parties: Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Subsidiary Committee and Meeting of States Parties: Yes		
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.		Meeting of States Parties: implementation expected by 2021	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
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).	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
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).	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	

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.		Subsidiary Committee and Meeting of States Parties: implementation expected by 2020	
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.	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Subsidiary Committee and Meeting of States Parties: Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Subsidiary Committee and Meeting of States Parties: partially		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Subsidiary Committee and Meeting of States Parties: partially		
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	Subsidiary Committee and Meeting of States Parties: Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.	Subsidiary Committee and Meeting of States Parties: partially		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Responsibility of UNESCO Member States exercised during the General Conference
78	Use of languages for inclusivity and effectiveness remains an important objective.	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Subsidiary Committee and Meeting of States Parties: Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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	Subsidiary Committee and Meeting of States Parties: partially		

| | this regard, is a non-exhaustive list of best practices identified by the Working Group (Appendix 3). | | | |

E. SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Cultural Conventions

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Partially		
95	The Secretariat handling each Convention should have at least three permanent posts.	Subsidiary Committee and Meeting of States Parties: partially		
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.	Subsidiary Committee: Yes	Meeting of States Parties: implementation expected by 2021	
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.	Subsidiary Committee and Meeting of States Parties: partially		
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.	Subsidiary Committee and Meeting of States Parties: Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
99	Transparency and accountability measures can be enhanced, such as dissemination of minutes/key results of Bureau meetings.		Subsidiary Committee and Meeting of States Parties: implementation expected by 2020	
100	Capacity-building and common training on all cultural conventions should be strengthened.	Subsidiary Committee and Meeting of States Parties: partially		
101	Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	Subsidiary Committee and Meeting of States Parties: Yes		
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.	Subsidiary Committee and Meeting of States Parties: Yes		

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
104	Reinforcement of staff supporting Convention.	Subsidiary Committee and Meeting of States Parties: partially		

**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)

CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE (1972)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more		The World Heritage Committee at its 43rd	

	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.		session (2019) welcomed follow-up activities and progress made so far and decided to inscribe an agenda item on this matter at its 45th session in 2021.	
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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Inconsistent with statutes
60	There is a need to reduce and manage politicization of nominations and decisions.		Matter under discussion since 2014 by an ad-hoc working group established by the World Heritage Committee. Follow-up report to be presented to the 44th session of the Committee in 2020.	
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.	Yes		
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.	Yes		
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 &	Yes		

	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.	Yes		
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.			Inconsistent with statutes

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Partially		
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).	Partially		
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).	Yes		
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,	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.	Yes		
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
76	Orientation sessions for new members of all IIBs, especially for Chairpersons and Bureau members, should be	Yes		

	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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.		Matters addressed by the Governing Bodies of the 1972 Convention. Follow-up report to be presented to the 44th session of the Committee in 2020.	
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

E.   SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Cultural Conventions

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Matters addressed by the Governing Bodies of the 1972 Convention. Follow-up report to be presented to the 44th session of the Committee in 2020.	
95	The Secretariat handling each Convention should have at least three permanent posts.	Yes		
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.	Partially		
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.	Yes		
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.	Yes		
99	Transparency and accountability measures can be enhanced, such as dissemination of minutes/key results of Bureau meetings.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
100	Capacity-building and common training on all cultural conventions should be strengthened.	Yes		
101	Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	Yes		
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.	Yes		

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
105	It is called on to ensure a balanced and representative World Heritage List.		Matter under discussion since 1994 by the Governing Bodies of the 1972 Convention. Follow-up report to be presented to the 44th session of the Committee in 2020.	

**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)**

**CONVENTION ON THE PROTECTION OF THE UNDERWATER CULTURAL HERITAGE (2001)
(MEETING OF STATES PARTIES AND SCIENTIFIC AND TECHNICAL ADVISORY BODY)**

A. **Vision and Principles**

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected in 2021	
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.		Implementation expected in 2021	

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 Sustainable Development Agenda and the Paris Agreement on Climate Change.	Yes		
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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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.	Yes		

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).	Yes		

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.	Yes		
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.	Yes		
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected in 2021	
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.		Implementation expected in 2021	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.		Implementation expected in 2021	
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

E.   SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Cultural Conventions

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Implementation expected in 2021	
95	The Secretariat handling each Convention should have at least three permanent posts.	Yes		
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.	Yes		
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.	Yes		
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.	Yes		
99	Transparency and accountability measures can be enhanced, such as dissemination of minutes/key results of Bureau meetings.	Yes		

100	Capacity-building and common training on all cultural conventions should be strengthened.	Yes		
101	Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	Yes		
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.	Yes		

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

No.	Recommendation		Implemented	Ongoing (including delivery date)	Not Implemented
106	(a)	Capacities of Secretariat should be enhanced to promote, *inter alia*, wider ratification.		Implementation expected in 2021	
	(b)	More secondments from Member States should be encouraged.			

**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)

CONVENTION FOR THE SAFEGUARDING OF THE INTANGIBLE CULTURAL HERITAGE (2003)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.		Implementation expected by June 2020	
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Partially		
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.	Yes Good Practice		
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.	Yes Good Practice		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.			Action required by States Parties

| 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. | | Implementation expected by June 2020 | |

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.		Implementation expected by June 2020	
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).		Implementation expected by June 2020	
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).	Yes		
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.	Yes Good 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.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.			Coordination at UNESCO level required
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.			Coordination at UNESCO level required
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).			Coordination at Culture Sector level required

E.   SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Cultural Conventions

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Partially		

	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.	Yes		
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.		Implementation expected by June 2020	
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.			Coordination at Culture Sector level required
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.			Coordination at UNESCO level required
99	Transparency and accountability measures can be enhanced, such as dissemination of minutes/key results of Bureau meetings.	Yes Good Practice		
100	Capacity-building and common training on all cultural conventions should be strengthened.	Yes Good Practice		
101	Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	Yes		
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.	Partially		

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
107	Need to strengthen decision-making procedures and credibility of Committee, taking due note of Ad Hoc Working Group established to address these issues.	Yes		

**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)

CONVENTION ON THE PROMOTION AND PROTECTION OF THE DIVERSITY OF CULTURAL EXPRESSIONS (2005)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).		2020	
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).	Yes		
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.	Yes		
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.	Yes		

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.		2019	

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

E. SPECIFIC RECOMMENDATIONS FOR THE UNESCO CONVENTIONS

Cultural Conventions

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Yes		

	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.	Yes		
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.	Yes		
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.	Yes		
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.	Yes		
99	Transparency and accountability measures can be enhanced, such as dissemination of minutes/key results of Bureau meetings.	Yes		
100	Capacity-building and common training on all cultural conventions should be strengthened.	Yes		
101	Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	Yes		
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.	Yes		

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

No.	Recommendation		Implemented	Ongoing (including delivery date)	Not Implemented
108	(a)	Analyze means to increase the number of projects approved each year, including ways to increase extrabudgetary funding and voluntary parties' contributions.		2020	
	(b)	Enhance capacity-building programmes and visibility.			

**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)

INTERNATIONAL FUND FOR THE PROMOTION OF CULTURE (IFPC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.			
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)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 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.			

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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)

No.	Recommendation	Implemented	Ongoing (including 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.			
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.			

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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

No.	Recommendation	Implemented	Ongoing (including 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.			
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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.			

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).			

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.			

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
111	More information on Administrative Council, impact of selected projects, and availability of resources be made available.	Implemented (see below)		

In conformity with Executive Board decision 202 EX/Decision 13, a detailed report on the activities of the IFPC was made available to Member States prior to the 205th session of the Executive Board. This report highlights the activity of the IFPC from 2013 to 2018, notably the impact of the 33 projects co-funded by the IFPC since its revitalization in 2011 and includes a comprehensive list of all members having served on the Administrative Council since the Fund's revitalization.

On 15 May 2018 an information meeting on the IFPC and the ongoing consultation process was organized at UNESCO Headquarters which focused on the activities of the IFPC since its revitalization, the financial situation of the Fund and the online consultation process with Member States pursuant to Executive Board decision 202 EX/13.

Following 205 EX/Decision 5 Part I.D, an open-ended, inclusive and transparent working group with representatives of Member States, the IFPC Administrative Council and the Secretariat was established to examine how to strengthen the contribution of the IFPC to the implementation of the Culture Programme. The Working Group met three times (24 January, 28 March, 24 May 2019). The recommendations of the working group focusing on (i) the positioning of the Fund; (ii) its visibility; (iii) its financial sustainability; and (iv) its governance are being submitted to the Executive board at its 207th session.

For all other recommendations, the mention "*To be examined at the 207th session of the Executive Board and at the 40th session of the General Conference*" can be applied in the "Ongoing (delivery date)" column.

**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)**

INTERNATIONAL BASIC SCIENCE PROGRAMME (IBSP)

A. **Vision and Principles**

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.			Not applicable
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.		Implementation expected by mid-2020	
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).			Not applicable
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).		Implementation expected by mid 2020	
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.	Yes		
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.			Not applicable
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.			Not applicable
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes The Secretariat of the IBSP and that of other international scientific programmes have always strived to		

		improve information sharing and cooperation between ISPs. A joint communication of the Chairs of the ISPs is presented to the General Conference at each of its sessions. The New Strategy of IBSP calls for stronger collaborations between International and intergovernmental bodies of UNESCO.		
73	Gender-neutral language be adopted throughout all UNESCO documents.		Implementation expected by mid-2020	

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

| 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. | Yes | | |

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes The Scientific Board of IBSP submits its recommendations on the balanced resource allocation in the Information Document it submits to each session of the General Conference. It is hoped that due consideration may be given to the recommendations it elaborates.		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes There is a wide range of partnerships triggered by IBSP (for example within International years of science). They proved to be a practical and cost-efficient means to develop international cooperation in the basic sciences and its service to national institutions		

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		
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.	The last report of the IBSP Scientific Board was submitted to the 39th session of the General Conference as laid down in its Statutes. The report to be submitted to the Executive Board in the		

		Spring of 2020 will take into consideration the IOS evaluation and the new strategy of IBSP in response to the IOS evaluation of 2017.		

International Basic Science Programme (IBSP)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
112	(a) Enhance and update website. (b) Enhance outreach to Member States, including dissemination of reports on work of Scientific Board.	Yes The IBSP website is regularly up dated in the framework of that of PCB.	A proposal on a new presentation of the IBSP activity on the website is under consideration and will be completed at the forthcoming meeting of the IBSP Scientific Board in mid-2020	

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)

INTERNATIONAL GEOSCIENCE AND GEOPARKS PROGRAMME (IGGP)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Through the IGGP, Member States are consulted on the preparation of the C/5 and convey their interests in earth sciences and geo-heritage and their view on UNESCO's role therein, in particular in relation to the global agendas. The recommendations from the General Conference also help the IGGP to improve its programme delivery and governance.		
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.	Yes, both Council memberships are for 4 years with only one potential renewal. In 2018, half of the members for both IGGP councils have already been renewed since their initial appointment in 2016.		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		

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.		The Secretariat put special focus on executing this recommendation and presented the progresses during the third IGCP Council meeting in February 2018 to the representatives of the Member states. IGGP websites and social media sites are regularly updated and provide the details of active projects & Geoparks, their developments, National Committees, as well as extensive information on the Council members.	
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.		The IGCP Council and UNESCO secretariat disseminate the documents at least 1 month before the meeting. The announcement of the UGGp council, including the relevant documents, will be issued much earlier in the process, anticipating it usually takes place every September.	
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).		See item 62	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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.	Yes		

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.		While the IGGP Secretariat and the respective Councils are satisfied with the role, composition and procedures of the respective Bureaus, it is open to consider harmonized formats among IBBs	
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).	Yes		
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).	Not applicable		
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.		The IGGP Bureau meetings take place within the framework of the ordinary Council meeting and information is issued at the	

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
			same time. The last day of the IGCP council meeting is an open session	
			The UNESCO Global Geoparks Bureau is convening after the UGGp Council meeting and documents will be made available in a more timely manner (see item 62)	
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.	Not applicable		
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.		Will be submitted for next opportunity, Oct. 2021	
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		The IGGP Secretariat organised an Information Meeting for Member States	

	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.		on the functioning of the IGGP programme and its different fields of expertise and action. This could be the first in a series of informal information sessions, promoting an interactive dialogue with MS.	
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.		UNESCO IGGP Secretariat provides relevant documents and information to newly elected Council members, but would welcome an introduction guidebook on C/4 and C/5	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.		UGGp Council meetings are organized by UNESCO's partner organizations and the Global Geoparks Network. This arrangement provides considerable financial and operational efficiency (=savings) to UNESCO. In case Member States would wish to consider holding meetings of the UGGp Council at HQ, which would facilitate the interaction with a maximum number of Member States, additional	

			allocation of resources would need to be mobilized	
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.		There is indeed room for improvement on this topic as the IGCP Council meetings in the past overlapped with other IIB meetings in February. Feb. 2020.	

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).		Will be submitted for next opportunity, Oct 2021	

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

International Geoscience and Geoparks Programme (IGGP)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	The IGGP Secretariat already put in place a number of measures, after having participated in the discussion with Member States during the meeting of the open-ended working group on governance in May 2017. These measures were publicly announced during the open session of the IGCP Council meeting in February 2018.		
a	Enhance and update website.	Yes		
b	Strengthen reporting to General Conference and Executive Board.	Yes		
c	Intensify synergies and cooperation with MAB and WHC		A Technical Liaison Group among the secretaries of the MAB, IGGP and Dir. /WH in order to elaborate	

		this question further and a new Expected Result on designated sites were created. Several IGCP meetings and Conferences are organized at UGGps, WHC and/or BR sites, and a number of sites have two or even three of the UNESCO designations. The UGGp pays attention to this and has dedicated criteria in its Operational Guidelines. All site designations can jointly organize events at major conferences (IUCN, COPs ...), highlighting the strength of UNESCO sites.	
d	Continue to expand avenues for North-South and South-South cooperation.	Yes		

**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)

**EXECUTIVE COMMITTEE FOR THE INTERNATIONAL CAMPAIGN FOR THE ESTABLISHMENT OF THE NUBIA MUSEUM
IN ASWAN AND THE NATIONAL MUSEUM OF EGYPTIAN CIVILIZATION IN CAIRO**

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	The 19th session of the Executive Committee held on 19/10/2017 agreed on a specific agenda for the final opening of the NMEC and the establishment of an exit strategy for the committee	September 2020	
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.	The board fully encourages capacity building as one of the prime aspects of the work of the committee	September 2020	

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 Sustainable Development Agenda and the Paris Agreement on Climate Change.	At its 19th session, the objectives of the committee were updated to fit the 39C/5 and the SDG 2030 Agenda	September 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.	The Committee is scheduled to be dissolved by 2020-2021 N/A		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	*Idem*		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	The Committee has 5 members.		
60	There is a need to reduce and manage politicization of nominations and decisions.	Not applicable		
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.	The works of the last committee meeting and its recommendations were publicized after the 19th session in the appropriate websites		
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.	It will be implemented for the 20th session in 2020		

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).	The committee meets in present basis		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	The committee agreed to have opened informal consultations		
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.	To be discussed during the 20th committee session in 2020	October 2020	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	To be discussed during the 20th committee session in 2020	October 2020	
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).	There are presently 5 members		
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).	They will be disseminated to the committee members	October 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.	This will be applied for the next meeting of the committee	July 2020	
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.	N/A there are only 5 member of the committee and all are in board		
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	The committee bureau meetings are opened to observers		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Not applicable		
73	Gender-neutral language be adopted throughout all UNESCO documents.	To be applied in the preparation of the documents		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Not applicable		
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	Not applicable the committee is to be closed after the opening of the NMEC in 2020	Autumn of 2020	

	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.	Not applicable		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	There are resources reserved for the organization of the bureau meetings until the closure of the body	Autumn 2020	
78	Use of languages for inclusivity and effectiveness remains an important objective.	Appropriate translation and interpretation are applied for bureau meetings and documents		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	This has been considered and consulted with the committee members		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	This will be applied for the remaining time of existence of the committee		

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	To be applied for the next and last session of the bureau in the fall of 2020	June 2020	
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.	To be applied for the next and last session of the bureau in the fall of 2020	June 2020	

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
114	Updates from the Executive Committee on implementation of its mandate were noted.	Will be communicated to the bureau members	October 2019	

**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)

INTERNATIONAL ADVISORY COMMITTEE (IAC) OF THE MEMORY OF THE WORLD PROGRAMME

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.		Ongoing, as part of the comprehensive review of the MoW Programme (October 2019)	
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.		Ongoing, as part of comprehensive review	

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Already implemented, particularly in its		

	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.	programmatic focus on documentary heritage as Sustainable Development, including activities on disaster risk reduction as a strategy for the preservation of documentary heritage.		
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.	In place		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	In place		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.		Ongoing	
60	There is a need to reduce and manage politicization of nominations and decisions.		Ongoing, as part of comprehensive review.	
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.		Ongoing, including by enhancing the features of the MoW website, with assistance from an external company.	
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.		Ongoing	
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			Not implemented

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
	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.		Ongoing, as part of comprehensive review.	
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.		Ongoing, as part of comprehensive review.	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	In place		
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).	In place		
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).		Ongoing, as part of comprehensive review.	
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.	In place		

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.		Ongoing, as part of comprehensive review.	
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	In place, but improvements continue as part of the comprehensive review.		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.		Ongoing, as part of comprehensive review.	
73	Gender-neutral language be adopted throughout all UNESCO documents.	In place, and ongoing		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	In place, but improvements envisaged.		
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.	In place, but improvements anticipated.		
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		Ongoing, as part of the comprehensive review.	

| | 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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.		Ongoing.	
78	Use of languages for inclusivity and effectiveness remains an important objective.	In place, but improvements anticipated.		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.		Ongoing.	

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).		Ongoing.	

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Ongoing, as part of the comprehensive review.	
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.	In place, particularly as part of the comprehensive review (e.g. information meetings held with Member States)	Ongoing.	

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
115	The decision of the 201st Executive Board on this item is noted.	The IAC-led review of the MoW Programme concluded in 2017. The outcome documents of the IAC-led review were then taken up as the basis for a further comprehensive review of the MoW Programme mandated by the Executive Board at its 202th session.	Ongoing, as part of the comprehensive review.	

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)

CATEGORY 1 INSTITUTE: ABDUS SALAM CENTRE FOR THEORETICAL PHYSICS (ICTP)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.			Not applicable
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.			Not applicable
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.			Not applicable
60	There is a need to reduce and manage politicization of nominations and decisions.			Not applicable
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.		Implementation expected by end 2020	
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.	Yes		
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).		Implementation expected by October 2019	
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.		Decision expected by October 2019	

No.	Recommendation		
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 applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.			Not applicable
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).			Not applicable
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).			Not applicable
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.			Not applicable
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.			Not applicable

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.			Not applicable
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.			Not applicable
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
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.		Implementation expected by October 2019	

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Under discussion
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).		Implementation expected by October 2019	

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Abdus Salam Centre for Theoretical Physics (ICTP)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		(a) Implementation expected by GC 2019	

	(b) Follow-up of the External Auditor's recommendations.		(b) Implementation expected by August 2019	

**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)

INTERNATIONAL BUREAU OF EDUCATION (IBE)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		
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.	Yes		

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).	Yes		
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.	Yes		
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	Yes		

	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.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Education category 1 institutes

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		

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	Yes		
119	Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.	Yes		
120	Updating of websites to improve information-sharing is necessary.	Yes		
121	The functional autonomy of Education category 1 institutes has to be maintained.	Yes		
122	Mapping of assets/contributions of category 1 institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.	Yes		
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.	Yes		
124	Balanced support to the category 1 institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.	Partially		
125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).	Yes		
126	Education category 1 institutes are encouraged to closely cooperate on relevant issues.	Yes		
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.			

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)

UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING (IIEP)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.			Not in IIEP's authority
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.	**Yes**		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent			**Not applicable**

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.			**Not applicable**
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 Applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.			Not applicable
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).			Not applicable
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).			Not applicable
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.			Not applicable
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.			Not applicable

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.			Not applicable
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.			Not applicable
73	Gender-neutral language be adopted throughout all UNESCO documents.		December 2019	

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.			Awaiting guidance on improved reporting format and debate
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			**Responsibility with ED**
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Education category 1 institutes

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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	Yes		

	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	Yes		
119	Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.	Yes		
120	Updating of websites to improve information-sharing is necessary.	Yes		
121	The functional autonomy of Education category 1 institutes has to be maintained.		Final report going to 207 EX (through ED/EO)	
122	Mapping of assets/ contributions of category 1 institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.	Yes		
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.	Yes		
124	Balanced support to the category 1 institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.			Desired but responsibility with ED
125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).	Yes		
126	Education category 1 institutes are encouraged to closely cooperate on relevant issues.	Yes		
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			Not applicable

	Institute for Higher Education in Latin America and the Caribbean (IESALC) website should be improved.			

**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)**

UNESCO INSTITUTE FOR LIFELONG LEARNING (UIL)

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Education category 1 institutes

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		
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	Yes		
119	Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.	Yes		
120	Updating of websites to improve information-sharing is necessary.	Yes		
121	The functional autonomy of Education category 1 institutes has to be maintained.		Partially	
122	Mapping of assets/ contributions of category 1 institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.	Yes		

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.	Yes		
124	Balanced support to the category 1 institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.		Partially	
125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).		Partially	
126	Education category 1 institutes are encouraged to closely cooperate on relevant issues.	Yes		
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.	Not applicable to UIL		

**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)

UNESCO INSTITUTE FOR INFORMATION TECHNOLOGIES IN EDUCATION (IITE)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	N/A		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent	Yes		

	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.	N/A		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	YES		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	N/A		
60	There is a need to reduce and manage politicization of nominations and decisions.	N/A		
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.		Ongoing	
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.	N/A		
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).	YES		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	YES		

| 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. | N/A | | |

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	N/A		
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).	N/A		
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).	N/A		
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.		Ongoing	
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.	N/A		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.		Ongoing	
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	N/A		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	N/A (expected to be implemented by HQs)		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes (implemented by ED Sector, HQs)		

G. SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Education category 1 institutes

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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		Ongoing	

	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		Ongoing	
119	Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.		Ongoing	
120	Updating of websites to improve information-sharing is necessary.		Ongoing	
121	The functional autonomy of Education category 1 institutes has to be maintained.	Yes		
122	Mapping of assets/ contributions of category 1 institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.	Yes		
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.	Yes (implemented by HQs)		
124	Balanced support to the category 1 institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.	N/A (expected to be implemented by HQs)	N/A	N/A
125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).	N/A	N/A	N/A
126	Education category 1 institutes are encouraged to closely cooperate on relevant issues.		Ongoing	
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	N/A	N/A	N/A

	Institute for Higher Education in Latin America and the Caribbean (IESALC) website should be improved.			

**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)

MAHATMA GANDHI INSTITUTE ON EDUCATION FOR PEACE AND SUSTAINABLE DEVELOPMENT (MGIEP)

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Education category 1 institutes

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		
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	Yes		
119	Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.	Yes		
120	Updating of websites to improve information-sharing is necessary.	Yes		
121	The functional autonomy of Education category 1 institutes has to be maintained.			Functional Autonomy has not been completed, this is ongoing and will be completed by 31 Dec 2019.

122	Mapping of assets/ contributions of category 1 institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.	Yes		
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.	Yes		
124	Balanced support to the category 1 institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.	Yes		
125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).			Not applicable
126	Education category 1 institutes are encouraged to closely cooperate on relevant issues.	Yes		
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.			Not applicable

**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)

UNESCO INTERNATIONAL INSTITUTE FOR HIGHER EDUCATION IN LATIN AMERICA AND THE CARIBBEAN (IESALC)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.		Yes The overall responsibility of the sectoral work is beyond IESALC's mandate. The Ed Sector is currently working on it.	
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.		Yes A greater connection with Member States is sought through IESALC Counselors. However, the political ups and downs that characterize this Region mean that, at times, government changes leave them totally unrelated to the Member State they represent. **First Quarter 2020**	

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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 Sustainable Development Agenda and the Paris Agreement on Climate Change.			Yes A discussion may be initiated in due course, also requesting a wider, global mandate for IESALC.
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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes This is what corresponds to the IESALC by Statutes, however, there are times when the contributions of a counselor are so valuable that the door should be left open for a new (sole) mandate.		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes IESALC's Governing Board has already been reduced from 12 to 9 counselors.		
60	There is a need to reduce and manage politicization of nominations and decisions.			Yes

				Six of the nine counselors of the IESALC are elected by GRULAC in its plenary meeting. The remaining three are nominated by Latin American Councils of Rectors. IESALC has little scope to avoid politicization in nominations, even when it is always alerted - in writing - to the Councils of Rectors that the applications must attend exclusively to the merits of the nominated candidates.
61	To enhance visibility and the effectiveness of the work of the IIBs, more effective information-dissemination is recommended through updating and enhancement of websites and outreach to all involved actors, including Member States and their National Commissions.	Yes The website has been updated and runs now in UNESCO servers, following its standards.		
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.	Yes In place since a long time ago.		
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).			Yes Not applicable
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

		Long-time common practice at IESALC.		
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.			Yes Not applicable

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes Done		
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).			Yes Not applicable
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).			Yes Not applicable
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.			Yes Not applicable
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			Yes Not applicable

	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.			Yes Not applicable
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.			Yes Not applicable
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes Common practice at IESALC.		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes Common practice at ED Sector.		
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.		Yes New management at IESALC has introduced regular reporting to GRULAC and ED Sector	
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			Yes Not applicable

| | familiarize members with working methods and C/4 and C/5 mechanisms. | | | |

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.			Yes Not applicable
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes Common practice at ED Sector.		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes Common practice at ED Sector.		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).			Yes Not applicable

G. SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

Education category 1 institutes

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes Common practice at ED Sector.		
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		Yes A closer relationship with their respective Governments will be maintained through the Counsellors First quarter 2020	
119	Dissemination of information on selection, procedures, and key decisions of Governing Boards to all Member States is desirable.		Yes New management at IESALC has introduced regular reporting to GRULAC and ED Sector	
120	Updating of websites to improve information-sharing is necessary.	Yes		
121	The functional autonomy of Education category 1 Institutes has to be maintained.	Yes		
122	Mapping of assets/contributions of category 1 Institutes for implementation of SDG4 would be a valuable tool to enhance synergies and impacts.	Yes		

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.		Yes Ongoing discussion at ED Sector	
124	Balanced support to the category 1 institutes has to be promoted to maintain their important roles and contributions, not only regionally, but worldwide.		Yes Ongoing discussion at ED Sector	
125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).		Yes Work is being done to strengthen the working links with UIS	
126	Education category 1 Institutes are encouraged to closely cooperate on relevant issues.			Yes An Education category 1 institutes meeting is highly recommended to begin addressing this purpose.
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.	Yes Already done.		

RECOMMENDATIONS

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

UNESCO INSTITUTE FOR STATISTICS (UIS)

A.   Vision and Principles

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		

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

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

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programmes to be more	Yes		

	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.	Yes		
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Yes		
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	Yes		
60	There is a need to reduce and manage politicization of nominations and decisions.	Yes		
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.	Yes		
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.	Yes		
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).	Yes		
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	Yes		

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.		Implementation expected by the end of 2019	

Harmonization (role of Bureaus, transparency)

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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).	Yes		
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).	Yes		
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.	Yes		
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.	Yes		

71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Yes		
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Yes		
73	Gender-neutral language be adopted throughout all UNESCO documents.	Yes		

Alignment with overarching priorities of UNESCO

No.	Recommendation	Implemented	Ongoing (including 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.	Yes		
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.	Yes		
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.	Yes		

Coherence, coordination and synergies

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	Yes		
78	Use of languages for inclusivity and effectiveness remains an important objective.	Yes		
79	IBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Yes		

Best practices

No.	Recommendation	Implemented	Ongoing (including 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).	Yes		

G.   SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES

UNESCO Institute for Statistics (UIS)

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
128	UIS participate in Structured Financing Dialogues.	Yes		

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

RECOMMENDATIONS

PART 3.   FOLLOW-UP MECHANISMS

No.	Recommendation	Implemented	Ongoing (including delivery date)	Not Implemented
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.	Yes		
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.	Yes		
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.		Ongoing (to be completed before 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).	Yes		

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.	Yes		
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).	Yes		