



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

The President of the Headquarters Committee

The President of the
General Conference

Ref. : MSS/DIR/19/003 HQ.

30 January 2019

Subject: Implementation of the open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO

Dear Madam President,

Following your letters of 16 July 2018 and 22 November 2018 you invited the Headquarters Committee, pursuant to 39 C/Resolution 87, to report back on the results of the examination of the appropriate recommendations formulated by the open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO.

I am pleased to report that the Headquarters Committee has held discussions on its governance, procedures and working methods in 2016 at its 192nd and 193rd sessions and at its 197th, 198th and 199th sessions held in 2018.

The Headquarters Committee has accomplished as part of its work the preparation in 2016 of a Headquarters Committee pamphlet. A reference guide for Committee Members describing the composition and functions of the Committee, tracing developments over the years. In March 2018, the document was updated (attached). On 7 November 2018, as per Recommendation 90 of the open-ended Working Group on Governance, an information meeting was held to update Member States on the work of the Committee. At its 199th session held on 11 December 2018, the Headquarters Committee examined document 199 COM/SIEGE 5 (attached), presenting the open-ended Working Group recommendations 56 to 90 as contained in document 39 C/20, Annex I, Part 2 B - General recommendation for all International and Intergovernmental bodies (IIBs), including their implementation. In its decision (199 COM/SIEGE/Decision 9.1, attached), the Committee noted with satisfaction the implementation of relevant recommendations, in particular, those related to recommendations 75 and 90, mentioned above.

I have noted that the first meeting of the Working Group on Governance will be held on Wednesday, 27 March 2019. As the Headquarters Committee examined this item at its last statutory meeting (199th session - 11/12/18), I will present an update on the implementation of recommendations pertaining to the Committee.

I look forward to receiving further information on the organization of the Working Group meeting on Governance in the near future.

Please accept, Madam President, the assurances of my highest consideration.

Phyllis Kandie

39 C/20 - ANNEX I - 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)

Recommendation	Implementation status	Secretariat's comments	Headquarters Committee's comments	
B. GENERAL RECOMMENDATIONS FOR ALL INTERNATIONAL AND INTERGOVERNMENTAL BODIES (IIBs)				
Efficiency (mandate, composition, structure, rules of procedure, methods of work)				
56	IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent with approved C/5 priorities and responsive to current global developments, such as the 2030 Sustainable Development Agenda and the Paris Agreement on Climate Change.	Done	In 2011 the Headquarters Committee at its 178th session decided to review the working methods of the Committee. At the 178th, 179th (2012) and 186th (2014) sessions the Committee took decisions on meetings (their frequency, logistics); documents (distribution and reporting to the Executive Board) and communication with Member States. The mandate of the Headquarters Committee was updated in 2015 by General Conference resolution 38 C/92.	<i>Integrate Greening into the mandate</i>
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.	Done	As per Rule 39 of the Rules and procedures of the General Conference, the Headquarters Committee applies and respects the geographical distribution of its seats. It has benefitted from a natural rotation of seats within the regional groups providing diversity and inclusivity of Member States. It would be important that the Committee permits consecutive mandates as this preserves the institutional memory of the work of the Committee, especially during periods of long-term projects.	
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	Done	Historically the bureau has not been faced with members holding seats with excessive consecutive mandates as there is only one seat per regional group (6) and the seat of the Chairperson rotates every two years, in principle.	
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.		Does not apply. The composition of Headquarters Committee is set by the General Conference.	

	<i>Recommendation</i>	<i>Implementation status</i>	<i>Secretariat's comments</i>	<i>Headquarters Committee's comments</i>
60	There is a need to reduce and manage politicization of nominations and decisions.		Does not apply.	
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.	Done	The Headquarters Committee web site has been in place since 2008. Currently it is being migrated to a new platform and should be updated early 2019.	
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.	Done	Contained in the Headquarters Committee decisions on working methods taken at the 178th, 179th and 186th sessions on distribution of documents. The agenda and related documents are distributed / transmitted to all Member States.	
63	The Secretariat is invited to promote a harmonized virtual working environment for all IIBs and to revisit UNESCO's "Strategy on Knowledge Management and Information & Communication Technology". Simple, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).			
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.			
65	It is recommended that the Rules of Procedure of the IIBs be amended, when relevant, to advance the deadline for submission of candidatures to their subsidiary bodies from 48 hours to seven days before elections.		Does not apply as the members are elected by the General Conference.	

<i>Recommendation</i>		<i>Implementation status</i>	<i>Secretariat's comments</i>	<i>Headquarters Committee's comments</i>
Harmonization (role of Bureaus, transparency)				
66	The role, composition and procedures of Bureaus and their members should be clarified and harmonized through codification in rules of procedure/ statutes or development of general guidelines for all IIBs, in close cooperation with the Secretariat.	Done	The Headquarters Committee is governed by Rules 39 and 40 of the Rules and procedures of the General Conference and its mandate.	
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)	Done	The Headquarters Committee Bureaus' composition is: Chair, Rapporteur, two Vice-Presidents and two Members 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).		Does not apply.	<i>Does apply - informing Regional Groups of agendas and actions.</i>
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.		Does not apply. The Headquarters Committee's Bureau meetings are open to all Member States. A formal report of the meeting is prepared, adopted by the Bureau and presented to the Committee for information and published on the web site.	
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.	Done	Following the election of new members by the General Conference, the Headquarters Committee holds its meeting before the end of the year to elect a new Bureau and Chairperson.	

<i>Recommendation</i>		<i>Implementation status</i>	<i>Secretariat's comments</i>	<i>Headquarters Committee's comments</i>
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	Done	Current practice.	
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	Done	Contained in the Headquarters Committee decisions on working methods taken at the 178th, 179th and 186th sessions on communication to all Member States of upcoming meetings and distribution of its documents and decisions. Collaboration with the Executive Board with regular reporting one a year.	
73	Gender-neutral language be adopted throughout all UNESCO documents.		To be considered Organization wide.	
Alignment with overarching priorities of UNESCO				
74	All IIBs should have the opportunity to submit formal inputs to the mid-term strategy C/4 and the draft Programme and Budget C/5 documents of UNESCO.		In line with its mandate, the Headquarters Committee provides guidelines and recommendation it deems useful to the Director-General as relates to managing the Organizations Headquarters.	
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.		The Headquarters Committee being a body elected by the General Conference is required to report to it at each session. It also holds an annual information meeting with Member States on its work.	

	<i>Recommendation</i>	<i>Implementation status</i>	<i>Secretariat's comments</i>	<i>Headquarters Committee's comments</i>
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.	Done	The Headquarters Committee holds its first meeting following election of new members just after the General Conference. A information pamphlet, as requested by the Headquarters Committee was prepared in 2016 and updated in 2018.	
Coherence, coordination and synergies				
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs	Done	Programming and budgeting of costs of meetings is prepared for each biennium with a view to reducing costs and avoiding unforeseen expenditures.	
78	Use of languages for inclusivity and effectiveness remains an important objective.	Done	Working languages of the Headquarters Committee, English, French and Spanish. All reports of the Headquarters Committee to the Executive Board and General Conference are translated into the six official languages.	
79	IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	Done	The Headquarters Committee in its decision 195 COM/SIEGE 5.1 and by 39 C/Resolution 77 " <i>Recommends that the Directo-General, in conjunction with Member States, introduce measures aimed at better coordination between the different bodies and their secretariats for the organizaion of statutory meetings in order to avoid overlapping.</i> "	

<i>Recommendation</i>		<i>Implementation status</i>	<i>Secretariat's comments</i>	<i>Headquarters Committee's comments</i>
Best practices				
80	Best practices should be shared and replicated or, if necessary, adjusted to reflect specificities with the aim to promote governance mechanisms that facilitate strategies and action plans anchored on the C/4 and C/5. Attached, in this regard, is a non-exhaustive list of best practices identified by the Working Group (Appendix 3).	Done	In line with its mandate, the Headquarters Committee provides guidelines and recommendation it deems useful to the Director-General as relates to managing the Organizations Headquarters.	
C. Specific recommendations for the Intergovernmental Councils and Committees				
Headquarters Committee				
90	Holding of one information meeting per year to update delegations on its work.	Done	Information meetings on the work of the Headquarters Committee were begun in 2017. The second meeting was held on 7 November 2018.	



United Nations
Educational, Scientific and
Cultural Organization

199 COM/SIEGE/Decisions
PARIS, 11 December 2018
Original: English

HEADQUARTERS COMMITTEE

(Paris, 11 December 2018)

Hundred and ninety-ninth session

**DECISIONS ADOPTED BY
THE HEADQUARTERS COMMITTEE AT ITS 199th SESSION**

199th session – 11 December 2018

ORGANIZATIONAL AND PROCEDURAL MATTERS

1. **Agenda** (199 COM/SIEGE/1 Rev.)

The Headquarters Committee adopted the agenda of work, in document 199 COM/SIEGE/1 Rev.

2. **Election of the Chairperson** of the Headquarters Committee

The Headquarters Committee elected Madam Phyllis Kandie (Kenya) Chairperson.

3. **Report of the fifth Bureau meeting** (198 COM/SIEGE/BUR.2).

The Headquarters Committee took note of the report of the second Bureau meeting.

4. **Approval of the summary records of the 198th session** (198 COM/SIEGE/Report)

The Headquarters Committee approved the summary records of its 198th session.

5. **Dates of the 200th, 201st and 202nd sessions** of the Headquarters Committee.

200th session

Bureau	Tuesday, 26 March 2019
Committee	Friday, 29 March 2019

201st session

Bureau	To be confirmed
Committee	

202nd session

Bureau	To be confirmed
Committee	

5.1 The Headquarters Committee adopted the dates for its 200th session. With a view to finalizing the dates for its 201st and 202nd sessions, the Headquarters Committee requested the Secretariat to forward proposals through electronic consultation with the members to set the dates for those sessions and related bureau meetings.

REPORTING ITEMS

Item 5 of the agenda

6. **Greening UNESCO** (199 COM/SIEGE/2)

6.1 Decision taken by the Headquarters Committee:

The Headquarters Committee,

1. Recalling 205 EX/Decision 24, “notes with satisfaction the participation of UNESCO in the United Nations’ “Greening the Blue” platform and invites the Director-General to consider the findings of its 2017 Report on the urgent need to implement an environmental management system which would support the systematic reduction of greenhouse gas emissions and the improvement of the overall environmental performance of UNESCO”;
2. Having examined document 199 COM/SIEGE/2,
3. Takes note of the information provided;
4. Thanks with appreciation UN Environment’s representatives, for their presentation on Greening initiatives within the United Nations and their participation in the work of the Headquarters Committee and taking into account the findings of this presentation as well as the debate in the Committee;
5. Invites the Director-General to put in place the Environmental Management System (EMS) and to provide a progress report to the 201st session of the Headquarters Committee on its implementation and the progress made in the systematic reduction of greenhouse gas emissions and the improvements of the overall environmental performance of UNESCO;
6. Also invites the Director-General to include the issue of Greening UNESCO in the ongoing strategic transformation of UNESCO, for example, as regards operations and communications;
7. Further invites the Director-General to review the standard “Conditions générales applicables aux contrats de services” currently used by UNESCO to ensure that requirements for environmental sustainability as well as climate impact are included;
8. Invites the Director-General to promote the cultural shift that encourages supportive behavioural changes among staff and delegations, for example, on the procurement of recycling management of waste, charging posts for electric vehicles, and a deposit system in the bars and cafeterias to tackle single-use plastic.

Item 6 of the agenda

7. Official residence of the Director-General (199 COM/SIEGE/3)

7.1 Decision taken by the Headquarters Committee:

The Headquarters Committee,

1. Having examined document 199 COM/SIEGE/3,
2. Takes note of the information provided on the official residence of the Director-General;
3. Requests the Director-General to continue examining all the options related to the management of the official residence and report back to it at its 200th session, taking into account the discussions of the 199th session of the Headquarters Committee;
4. Requests the Director-General to present an in depth legal and financial analysis pertaining to the rental or the selling of the Director-General’s apartment, studio and service room, in particular, as regards the legal status of the Organization on account of its privileges and immunities in the host state, together with proposals for action, and

present it to the 200th session of the Headquarters Committee so as to enable the Headquarters Committee to make appropriate recommendations to the General Conference.

Item 7 of the agenda

8. Follow-up on the outsourcing of the UNESCO Restaurant Services (URS)
(199 COM/SIEGE/4)

8.1 Decision taken by the Headquarters Committee:

The Headquarters Committee,

1. Recalling 198 COM/SIEGE/Decision 5.1 and 205 EX/Decision 24 VI,
2. Having examined document 199 COM/SIEGE/4,
3. Notes with satisfaction the application of the United Nations standard guidelines for sustainable catering in the outsourcing project of the UNESCO restaurant services and stresses that the Terms of Reference include that food service delivery, the catering services and the event catering should be based on environmentally sustainable ingredients and requests that the issue of environmentally sustainable ingredients is included in the set of indicators used for the follow-up of the future operating results of the contractor,
4. Requests the Director-General to pay special attention to the rights of UNESCO Restaurant Services staff in the process of outsourcing URS,
5. Takes note of the information provided on the UNESCO Restaurant Services (URS) outsourcing project and requests the Director-General to report to it at its 200th session on the advancement of the project.

Item 8 of the agenda

9. Follow-up to 39 C/Resolution 87 of the General Conference – Governance, procedures and working methods of the governing bodies of UNESCO (199 COM/SIEGE/5)

9.1 Decision taken by the Headquarters Committee:

The Headquarters Committee,

1. Recalling 39 C/Resolution 87,
2. Having examined document 199 COM/SIEGE/5,
3. Notes with satisfaction implementation of relevant recommendations, in particular that an information meeting was held on 7 November 2018 for all permanent delegations on the work of the Headquarters Committee in accordance with recommendations 75 and 90;
4. Requests the Director-General to include this information in the report of the Headquarters Committee to the General Conference.

Item 9 of the agenda

10. Progress Report on the Management of Headquarters Premises (199 COM/SIEGE/6 and Add.)

10.1 Decision taken by the Headquarters Committee:

The Headquarters Committee,

1. Recalling 39 C/Resolution 77, 202 EX/Decision 34 and 205 EX/Decision 24,
2. Having examined documents 199 COM/SIEGE/6 and 199 COM/SIEGE/6 Add.,
3. Takes note of the updated information on maintenance and conservation of Headquarters premises;
4. Also takes note the advancement on the current renovation projects and requests the Director-General to report back to it at its 200th session;
5. Requests that the Director-General in future Progress Reports on the Managing the UNESCO Complex systematically includes information on environmental sustainability and climate impact;
6. Further takes note of the update on the financing options for the renovation of Building V Miollis and invites the Director-General to convene an information meeting on the whole project to Permanent Delegations;
7. Takes note of the additional information provided on the proposed payments plan of the Permanent Delegation of Angola and;
8. Approves the payments plan presented by the Permanent Delegation of Angola, subject to the fulfilment of the obligations stipulated in the payment plan in their entirety;
9. Takes note of the actions undertaken to reduce the level of rental arrears and thanks those Permanent Delegations complying with their payments plans;
10. Encourages those Permanent Delegations with arrears to conclude a payments plan;
11. Takes note with regret that the Société Générale will close its Miollis agency.

Item 10 of the agenda

11. Medical Service (199 COM/SIEGE/7)

11.1 Decision taken by the Headquarters Committee:

The Headquarters Committee, ref job 18-04627 / 28 / 29

1. Having examined document 199 COM/SIEGE 7,
2. Takes note of the information and statistics contained in the document;
3. Authorizes the financing of a temporary full-time nurse (GT 4/6 level) to staff the Medical antenna at the Miollis/Bonvin site from the Headquarters Utilization Fund for 2019;
4. Approves the creation of a full-time nurse post (GT 4/6 level) to be financed by the Headquarters Utilization Fund as of 1 January 2020 on the understanding that the additional costs incurred for this position will be taken into account in the next review of the rental scales.



United Nations
Educational, Scientific and
Cultural Organization

199 COM/SIEGE/5
PARIS, 15 November 2018
Original: English

HEADQUARTERS COMMITTEE

Hundred and ninety-ninth session

(11 December 2018)

Item 8 of the provisional agenda

FOLLOW-UP TO 39 C/RESOLUTION 87 OF THE GENERAL CONFERENCE – GOVERNANCE, PROCEDURES AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO

1. In line with General Conference resolutions 38 C/Resolution 101 and 39 C/Resolution 87 on governance, procedures and working methods of the governing bodies of UNESCO, the Headquarters Committee has held discussions at its 192nd, 193rd (2016) and 197th sessions (03/2018) about the implementation of the recommendations related to governance.
2. As per its decision 198 COM/SIEGE/Decision 7.1, the document contains a report on the implementation of recommendations as approved in 39 C/Resolution 87, document 39 C/20 Annex I, Part 2 – Structure, composition and methods of work of UNESCO's international and intergovernmental bodies (IIBS). This report is presented in the form of a matrix as specified during the debate on the item at the 198th session.
3. The Headquarters Committee may wish to adopt a decision worded as follows:

The Headquarters Committee,
 1. Recalling 39 C/Resolution 87,
 2. Having examined document 199 COM/SIEGE/5,
 3. Takes note of the report.



United Nations
Educational, Scientific and
Cultural Organization

197 COM/SIEGE/INF.
PARIS, 8 March 2018
Original: English

HEADQUARTERS COMMITTEE

Hundred and ninety-seventh session

(14 March 2018)

Item 9 of the provisional agenda

FOLLOW-UP ON GENERAL CONFERENCE RESOLUTION 39 C/RESOLUTION 87 – GOVERNANCE, PROCEDURES AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO

1. During its first meeting (6 March 2018) the Bureau of the Headquarters Committee decided to inscribe an item on the agenda of the 197th session on the follow-up on General Conference Resolution 39 C/Resolution 87 – governance, procedures and working methods of the governing bodies of UNESCO (presented hereafter). The recommendations of the working group on governance, procedures and working methods of the governing bodies of UNESCO are contained in Annex I of document 39 C/20. Recommendations 54 through 80, and recommendation 90 addressed to the Headquarters Committee, are presented hereafter, as well as two points directed to the Headquarters Committee under the list of best practices in Appendix 3.
2. In 2016 the Headquarters Committee, at its 192nd and 193rd sessions (15-16 June and 5 December 2016) held discussions on governance, procedures and working methods of the Committee in line with General Conference resolution 38 C/Resolution 101 with a view to providing its contribution to the working group. Following decision 192 COM/SIEGE/Decision 5.1 the Secretariat prepared a pamphlet consolidating general information concerning the Headquarters Committee as a reference guide (193 COM/SIEGE/5). Annexed to this information document is an updated version of the reference guide.

39 C/Resolution 87**87 Governance, procedures and working methods of the governing bodies of UNESCO**

The General Conference,

Recalling 38 C/Resolution 101, by which it decided to establish an open-ended working group on governance, procedures and working methods of the governing bodies of UNESCO whose mandate would be to examine the governance, procedures and working methods of the governing bodies building on the recommendations of the Executive Board (197 EX/Decision 28 and 44), and to report to the Executive Board at its 202nd session with a view to enabling the Executive Board to make its recommendations to the General Conference at its 39th session,

Having considered document 39 C/20 containing the report and the recommendations of the open-ended working group on governance, as well as document 39 C/20 Add., containing the recommendations of the Executive Board thereon,

Taking note of the debates in the APX Commission,

I

1. *Thanks* the President of the 38th session of the General Conference, Chairperson of the open-ended working group on governance, as well as the members of the group, for their valuable contribution to the reflections of the General Conference on the structure, composition and methods of work of the General Conference and Executive Board, and of UNESCO's international and intergovernmental bodies;
2. *Endorses* the recommendations of the open-ended working group on governance as amended in document 39 C/70;
3. *Invites* the Executive Board, the Director-General and the governing bodies of the different organs examined by the open-ended working group on governance to implement, as appropriate, the above-mentioned recommendations;
4. *Underlines* the role of the Secretariat as facilitator in the follow-up process of all the international and intergovernmental bodies, and *invites* the Director-General to produce an electronic guidebook of good practices, as outlined in recommendations 76, 80 and 129, in a timely manner to inform UNESCO's international and intergovernmental bodies at their upcoming meetings in 2018 on possible concrete ways for further alignment with UNESCO's Medium-Term Strategy (C/4) and its Programme and Budget (C/5);
5. *Requests* the Director-General, in consultation with the President of the General Conference and the Chairperson of the Executive Board, to review the relevant UNESCO texts impacted by the above recommendations;

II

1. *Decides* to amend paragraphs 4 and 5 of Rule 82 of the Rules of Procedure of the General Conference as follows:

"XV. Voting

Rule 82 – Voting rights

(...)

4. (a) Member States shall address their communications invoking the provisions of Article IV.C, paragraph 8(c), to the Director-General, who shall transmit them to the Administrative Commission of the General Conference. That Commission shall take up the matter at the commencement of its work and issue in plenary meeting, as a matter of priority, a report and recommendations on the subject.
- (b) For this purpose, the Administrative Commission of the General Conference shall establish a working group on contributions. The working group shall consist of six members, one representative from each electoral group. Upon the first meeting of this working group, none of its members should be in a position to be deprived of their right to vote under Article IV.C, paragraph 8 (b), of the Constitution.
- (c) The term of office of the members of the working group shall be four years. Half of the members of the working group shall be replaced at each ordinary session of the General Conference.

Transitional provision:

On the first election of members of the working group, half of them, designated by drawing lots, shall only serve a term of two years.

- (d) The working group on contributions shall begin its work one to two months before the expiry of the time limit specified in paragraph 5 below.
5. The communications from Member States referred to in paragraph 4 (a) must be submitted no later than the opening day of the Executive Board session preceding the General Conference. In the absence of such a communication from the Member States concerned, the latter may no longer be authorized to take part in voting at that session of the General Conference."

39 C/20 – Annex I – Working group on the governance, procedures and working methods of the governing bodies of UNESCO. – extract of recommendations 54 through 80 and recommendation 90.

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

A. VISION AND PRINCIPLES

54. Sub-Group 2 recommends endorsing the vision of a more integrated, harmonized, coherent, and adapted system of International and Intergovernmental Bodies (IIBs) working closely with Member States, relevant partners, and each other in support of the Organization's objectives, medium-term strategy (C/4), and programme and budget (C/5), taking into account the specificities and requirements of individual mandates.

55. While recognizing the immense value of experts to the work of UNESCO, the intergovernmental nature of the IIBs needs to be reinforced. Thus, transparency and awareness-raising measures should be strengthened across the board. The work of IIBs must be as inclusive as possible and seek to involve Member States for greater impact and visibility.

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

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

56. IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent with approved C/5 priorities and responsive to current global developments, such as the 2030 Sustainable Development Agenda and the Paris Agreement on Climate Change.

57. To promote diversity and inclusivity, voluntary term-limits of two consecutive mandates are recommended for IIBs which currently do not have term limitations for membership.

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

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

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

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

62. Earlier preparation and dissemination of draft agendas and preliminary timetables, mainly by using the same template containing hyper-links to documents to be adopted/discussed in sessions.

63. The Secretariat is invited to promote a harmonized virtual working environment for all IIBs and to revisit UNESCO's "Strategy on Knowledge Management and Information & Communication Technology". Simple, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).

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

65. It is recommended that the Rules of Procedure of the IIBs be amended, when relevant, to advance the deadline for submission of candidatures to their subsidiary bodies from 48 hours to seven days before elections.

Harmonization (role of Bureaus, transparency)

66. The role, composition and procedures of Bureaus and their members should be clarified and harmonized through codification in rules of procedure/ statutes or development of general guidelines for all IIBs, in close cooperation with the Secretariat.

67. It is suggested that Bureaus' composition be set, as much as compatible with individual IIBs' mandates, at a maximum of six members (Chair, Rapporteur, and four Vice-Presidents from the six Electoral Groups).

68. The intergovernmental nature of Bureaus should be reaffirmed while maintaining expert engagement. In this regard, the attached guidelines on responsibilities of Bureau members are recommended for dissemination to all Governing Bodies and IIBs (appendix 2).

69. Documents related to Bureau meetings should appear online before meetings take place; outcomes, including reports of Bureau meetings, should be communicated to all members, and as appropriate, all Permanent Delegations, in a timely manner.

70. Elections of Bureaus should be held, as much as possible, soon after elections for seats on the IIBs conducted at the General Conference, to avoid having Bureau members from Member States, which are no longer members of the IIBs concerned.

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

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

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

Alignment with overarching priorities of UNESCO

74. All IIBs should have the opportunity to submit formal inputs to the mid-term strategy C/4 and the draft Programme and Budget C/5 documents of UNESCO.

75. A feedback mechanism can be envisaged for substantive dialogue between Member States and IIBs, beyond the limited reporting to the General Conference. This could be through information meetings or briefings. Reporting to the General Conference should be enhanced through a new more strategic and results-oriented reporting format to be followed by debate and General Conference resolutions to provide feedback to IIBs.

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

Coherence, coordination and synergies

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

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

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

Best practices

80. Best practices should be shared and replicated or, if necessary, adjusted to reflect specificities with the aim to promote governance mechanisms that facilitate strategies and action plans anchored on the C/4 and C/5. Attached, in this regard, is a non-exhaustive list of best practices identified by the Working Group (Appendix 3).

C. SPECIFIC RECOMMENDATIONS FOR THE INTERGOVERNMENTAL COUNCILS AND COMMITTEES

Headquarters Committee

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

APPENDIX 3 – Non-exhaustive List of Best Practices of IIBs

Efficient working methods

- Transparency between Member States and Secretariat (HQ Committee)
- Responsiveness to requests from Member States (HQ Committee)

ANNEX

THE HEADQUARTERS COMMITTEE OF UNESCO 2018

INTRODUCTION

The Headquarters Committee pamphlet is a reference guide for Committee Members describing the composition and functions of the Committee, tracing developments over the years.

The information contained in this pamphlet was requested by the Headquarters Committee at its 192nd session on 15 and 16 June 2016 and updated in March 2018.

A. HEADQUARTERS COMMITTEE

I. COMPOSITION

Number of Members

1. As provided in General Conference resolution 4 C/Resolution 29 (1949), the first Headquarters Committee consisted of 7 members; this number was subsequently modified by the General Conference as follows:

Resolution	6 C/28	(1951)	10 members
	7 C/V.3	(1954)	11 members
	9 C/VIII.44	(1956)	20 members
	10 C/X.47	(1958)	8 members
	11C/VII.35	(1962)	15 members
	17 C/VIII.28	(1972)	21 members
	24 C/XI.46	(1987)	25 members
	31 C/XI.65	(2001)	24 members

Status of Members, methods of election and term of office

2. The General Conference established the Headquarters Committee at its 4th session (1949) by 4 C/Resolution 29.1, and it has subsequently extended its mandate at each successive session.

3. At its 29th session (1997) the General Conference decided to include the Headquarters Committee in Section VII of its Rules of Procedure (29 C/Resolution 87, para. 3).

4. At its 31st session (2001), the General Conference adopted 31 C/Resolution 65 in which it amended Rules 39 and 40 of its Rules of Procedure which define the membership and functions of the Headquarters Committee.

5. Rule 39 stipulates that the Headquarters Committee shall consist of twenty-four members elected for four years, half of whom shall be replaced at each session of the General Conference on the recommendation of the Nominations Committee. The geographical distribution of seats shall reflect that of the Executive Board.

GROUP I	(4 seats)
GROUP II	(2 seats)
GROUP III	(4 seats)
GROUP IV	(5 seats)
GROUP V(a)	(6 seats)
GROUPE V(b)	(3 seats)

6. The General Conference, at its 37th session (2013), elected 10 Member States instead of the usual 12 due to the fact that, at its 37th session, Group V(a) only presented one candidate for the

three vacant seats. Therefore two additional vacant seats for Group V(a) were elected during the 39th General Conference. The 14 Member States elected will serve on the Headquarters Committee until the end of the 40th session of the General Conference.

Composition of the Bureau of the Headquarters Committee

7. At the first session of the Headquarters Committee following each ordinary session of the General Conference, the Headquarters Committee shall elect, from among the representatives of the Member States, a Chairperson. The Headquarters Committee shall also elect 2 Vice-Chairpersons, 2 Members and a Rapporteur from among its Members to constitute its Bureau, with a view to having each geographical group represented.

8. The Bureau participates in the preparations for each session of the Headquarters Committee. While the Bureau does not, of course, have any decision-making power, it can facilitate the Committee's discussions, particularly by indicating in advance specific questions for discussion under each item of the agenda. For this purpose, the Bureau is usually convened between 2 and 10 days to before each session. The most important task falling to it is to assist in the organization of the work of the Committee's sessions in such a way as to ensure that examination of the items relating to the management of headquarters premises are prepared, implemented and evaluated.

9. The Director-General or his/her representative participates in all the meetings of the Headquarters Committee and of its Bureau.

II. FUNCTIONS

10. The functions and responsibilities of the Headquarters Committee are directly derived from rules or directives laid down by the General Conference. These rules are also supplemented by resolutions of the General Conference. Lastly, every two years the General Conference can assign specific tasks to the Headquarters Committee.

11. The responsibilities and functions of the Headquarters Committee as defined by the Rules and procedures of the General Conference, under article VII. Committees of the Conference are as follows:

Rule 39 – Headquarters Committee

1. The Headquarters Committee shall consist of twenty-four members elected for four years, half of whom shall be replaced at each session of the General Conference on the recommendation of the Nominations Committee. The geographical distribution of seats shall reflect that of the Executive Board.
2. The Committee shall elect a Bureau consisting of a Chairperson, two Vice-Chairpersons, a Rapporteur and two members, with a view to having each geographical group represented.

Rule 40 – Functions of the Headquarters Committee

1. The Headquarters Committee shall frame and coordinate with the Director-General the management policy of the Organization's Headquarters, and to this end give the Director-General all guidelines and recommendations that it deems useful.
2. The Committee shall meet whenever necessary to treat questions relating to Headquarters submitted by the Director-General or by one of the members of the Committee.

3. The Committee shall report to the General Conference on the work carried out and the programmes to be planned for the future.

12. In addition to the above article XVI of the Rules and procedures of the Conference apply to the conduct of business of the Committee/

Rule 96 – Procedure applicable to the committees, commissions and other subsidiary organs of the Conference

1. The procedure laid down in Sections VI (Rules 30 and 31), X, XI, XII, XIII, XIV and XV of these Rules of Procedure shall be applicable *mutatis mutandis* to the Presidency, to discussions in the committees, commissions and other subsidiary organs of the Conference, unless these organs or the General Conference, in establishing them, shall decide otherwise.

Working methods of the Committee

13. At its 178th session (2011) the Headquarters Committee decided that it should review the working methods of the committee. At its 178th, 179th (2012) and 186th sessions the Committee took the following decisions designed to enable it to perform its many functions with greater efficiency:

Frequency

- Meetings shall be held three times per year and to hold its second annual session in June instead of July in order to have more time to prepare the reports.

Sessions

- Provide screens at the June session in order to facilitate the examination of any proposed amendments and to adopt more efficiently texts and draft decisions.

Documents

- Documents should be distributed at least 10 calendar days before the session. That the "Report of the Director General, in cooperation with the Headquarters' Committee, on managing the UNESCO complex" be submitted to the Headquarters' Committee at its June session for approval and if amended to be sent one week after the session to the Chair of the Headquarters' Committee, to give the final approval, following consultation with Committee's members. And report to the Executive Board once a year (autumn session). In cases when the Committee does not share the views of the Director General on questions relating to Headquarters, the Committee will attach to the reports as an annex its position on the aforementioned questions. All decisions taken by the Headquarters Committee are to be annexed to the *Report of the Director-General, in cooperation with the Headquarters Committee*. Ensure that papers, decisions and meeting notifications for the Headquarters Committee be copied electronically to all Member States at the time of their circulation.

III. DECISIONS TAKEN BY THE HEADQUARTERS COMMITTEE

The following Executive Board decisions are those related directly to Headquarters Committee deliberations, as the decisions/recommendations taken by the Committee were only reflected in the reports of each session. As from 2012 the Headquarters Committee requested that their decisions/recommendations be presented in a separate decision document and transmitted to the Governing Bodies.

- 147 EX/Decision 7.13 (1995) – Financial Regulations for Headquarters Utilisation Fund amended.
- 155 EX/Decision 7.6 (1998) – Rental Agreement for Miollis Building amended.
- 156 EX/Decision 8.6 (1999) – Guidelines for Rentals in Miollis Building.
- 157 EX/Decision 8.9 (1999) – Adoption by Headquarters Committee and Executive Board takes note of new system for rental scales.
- 157 EX/Decision 8.10 (1999) – Headquarters Committee report annexed to document for information to Executive Board.
- 159 EX/Decision 6.5 (2000) – Financial Regulations for Headquarters Utilisation Fund amended.
- 160 EX/Decision 7.8 (2000) – Criteria for the Management of the Headquarters Utilisation Fund approved.
- 161 EX/Decision 7.8 (2001) – Establishing status of NGOs and office space allocation and location.
- 161 EX/Decision 7.9 (2001) – Art work / gifts to the Organization.
- 161 EX/Decision 7.10 (2001) – Standard model texts for special accounts.
- 165 EX/Decision 8.8 (2002) – NGOs in full relations move to separate Building.
- 167 EX/Decision 7.10 (2003) – Director-General receives authorization to contract renovation loan for the Belmont Plan.
- 169 EX/Decision 6.5 (2004) – strengthening the security of UNESCO premises worldwide -HMOSS presented.
- 172 EX/Decision 40 (2005) — Proposals for revised office rental scales with a view to ensure full cost recovery.
- 174 EX/Decision 29 (2006) – Revised office rental scales for Miollis building – approved 10% from 01/01 to 31/12/2007 + annual inflation adjustments.
- 175 EX/Decision 38 (2006) – Extension of Working Group mandate - Headquarters Committee to continue review of rental scales revision for Miollis building.
- 176 EX/Decision 44 (2007) – Revision of rental scales for Miollis building postponed until 177th session EXB; Approval of new rental scales for conferences, events and exposition (revenue generating activities).
- 177 EX/Decision 55 (2007) – No decision on revision of rental scales for Miollis building, Headquarters Committee to present recommendation at the 179th session of the Executive Board
- 179 EX/Decision 34 (2008) – New office rental scale (from 01/01/2009) including annual inflationary increases (indexing prepared by the Bureau of the Budget). Notes that under the present circumstances, the conclusion of the Director-General and the Headquarters Committee is that there is no feasible option for ensuring the financing of the Miollis/Bonvin site. Takes note of the decision by the Headquarters Committee to authorize the Director-General, starting from 1 January 2009, to transfer from the Headquarters Utilization Fund all income from letting offices in Miollis above and beyond the running and maintenance costs, with a view to financing long-term maintenance and conservation of the Miollis building and installations to the sub-account Miollis.

161 HQ/EXT – Extraordinary session – 22/05/2006 Loss of rental privileges of services at Headquarters (conference room rentals, restaurant services etc.).

179 COM/SIEGE/Decision DR.1 (2012) – Recommendation of methods of work of the Headquarters Committee.

183 COM/SIEGE/Decision DR.1 (2013) – Open UNESCO setting sunset clause 31/12/2016.

185 COM/SIEGE/Decisions (2014) – sets office rental scales for Miollis/Bonvin that include rates for Permanent delegations and other tenants. Status of NGO rental contracts and rent-free space.

2 X/COM/SIEGE/Decisions (2014) extraordinary session – approved rental scales for offices Miollis/Bonvin to be applied from 1 January 2015; rental rates for parking increased for other tenants +50%.

186 COM/SIEGE/Decisions (2014) – Headquarters Committee to be consulted in advance of any additional changes to services; all decisions taken by the Headquarters Committee should be included with the Report of the Director-General, in cooperation with the Headquarters Committee. Authorizes a discount for external tenants renting more than 1000 m² 5% and 2000 m² 10%; all papers, decisions and meeting notifications for the Headquarters Committee be transmitted to all Member States. Follow up on renovation of Room X.

187 COM/SIEGE/Decisions (2014) – Decides on institutions that do no quality for rent-free office space.

188 COM/SIEGE/Decisions (2015) – approved new clauses to the rental contracts concerning arrears; requests regular circulation of information on asbestos to tenants of office space. Dispositions concerning the UNESCO Commissary. Donation for the renovation of Room I. Discussion concerning the mandate of the Headquarters Committee.

189 COM/SIEGE/Decisions (2015) – Authorization to the Secretariat to examine requests by tenants for modification of the standards and norms of common areas in Miollis/Bonvin; Recommends that part of remaining funds from the Commissary Special account after legal obligations are settled be used for maintenance and conservation of Miollis/Bonvin. Debate on new model contract for office rentals postponed until 190th session. A recommendation on the Mandate of the UNESCO Headquarters Committee was presented to the 38th session of the General Conference (38 C/21). 38 C/Resolution 92 reaffirmed the mandate of the Headquarters Committee as reflected in 25 C/Resolution 45, “that, within the framework of this mandate the Committee’s business shall concern not only problems relating to the construction, improvement, renovation, conservation, maintenance, decoration, use and security of and major repair work to the buildings and technical facilities at Headquarters as such, particularly the elevators but also more generally, the management of all the common services which are directly involved in the operation of Headquarters and which affect the Secretariat and the permanent delegations and non-governmental organizations [as well as others] occupying Headquarters offices”;

190 COM/SIEGE/Decisions (2015) – Endorses the new model contract for office rentals for Permanent Delegations and other tenants. Notes closure of UNESCO Commissary and requests sales points of products. Quite room creation at Headquarters.

3 X/COM/SIEGE/Decisions (2016) extraordinary session – UNESCO Security and Safety Action Plan – authorizes funds from the Headquarters Utilization Fund (\$530,960) to finance technical measures of the plan.

191 COM/SIEGE/Decisions (2016) – Deliberations on management of conference and cultural events, rental scales, services conservation. Follow-up on renovation projects; approved financing

of interconnection of all conference rooms at Fontenoy; Auxiliary services, approval of a % interest loan to the UNESCO Restaurant Service from the Headquarters Utilization Fund.

192 COM/SIEGE/Decisions (2016) – Follow-up on the General Conference Resolution 38 C/Resolution 101 on Governance, procedures and working methods. Requests for financing options for the renovation of building V – Miollis. Authorizes one-time investment from the Headquarters Utilization Fund for the replacement of the telephone system at Miollis/Bonvin. Approved the conservation provision for full cost recovery for conference rooms and exhibition spaces. Apply new rental scales as applicable to Permanent Delegations and other tenants. Office rental issues concerning interrupted service and presentation of payments plans for payment of arrears.

193 COM/SIEGE Decisions (2016) – Notes the information provided concerning the Open UNESCO exhibition, its dismantling and requests that the reorganization of Hall Saxe is financed at no cost to UNESCO. Approval of the rental scale of Room I from March 2017 following its renovation. Recommends the submission to the 201st session of the Executive Board the revised Financial Regulation of the Special Account for the Headquarters Utilization Fund. Follow-up on the General Conference Resolution 38 C/Resolution 101 on Governance, procedures and working methods. Approved the attribution to each electoral group a room rent-free for storing archives and institutional memory of the group and that equal treatment is granted to all groups.

194 COM/SIEGE/Decisions (2017) – Requests a finalized proposal for the renovation of building V – Miollis, including sources of financing and reimbursement scenarios and that an information meeting is organized with all Member States to present the renovation programme for the building. 195 COM/SIEGE/Decisions (2017) – Requests further information on the reorganization of Hall Saxe including the final detailed programme. Approval of the annual maintenance and support contract for the Miollis/Bonvin telephone system. Requests a feasibility study on continuing the financing of a nurse post, for the Medical service antenna at the Miollis/Bonvin site, from Headquarters Utilization Fund. Authorizes the transfer of funds allocated under the regular budget for conservation of Headquarters Premises to the Special Account for the Restoration and Improvement of Headquarters. Authorizes the Director-General to negotiate the most favorable conditions for a loan.

196 COM/SIEGE/Decisions (2017) – Requests for further information on the reorganization of Hall Saxe, final design, cost and duration of works. Takes note of the European Space Agency (ESA) request for office space and approves the relocation of building VIbis tenants to building VI. Authorizes the allocation of office space to the Permanent Delegation of Burundi.

APPENDIX 1

CHAIRPERSONS of the Headquarters Committee

1950	H. E. Mr. A. JOCHAMOWITZ	Peru
1951-1952	H. E. Mr. C. A. THOMSON	United States of America
1953-1954	H. E. Dr C. PARRA-PEREZ (until February 1953) H. E. Pr. de BERREDO CARNEIRO (from November 1954 to May 1955)	Venezuela Brazil
1955-1956	H. E. Dr C. PARRA-PEREZ	Venezuela
1957-1958	H. E. Dr C. PARRA-PEREZ	Venezuela
1959-1960	H. E. Dr. W. GARDNER DAVIES	Australia
1961-1962	H. E. Pr. de BERREDO CARNEIRO	Brazil
1963-1964	H. E. Dr. B. J. E. M. de HOOG	Netherlands
1965-1966	H. E. Dr. W. GARDNER DAVIES	Australia
1967-1968	H. E. Mr. G. CIRAOLO	Italy
1969-1970	H. E. Mr. V. LIPATTI	Romania
1971-1972	H. E. Mr. R. SAÏD	Tunisia
1973-1974	H. E. Mr. F. CUEVAS CANCINO	Mexico
1975-1976	H. E. Mr. C. HUMMEL	Switzerland
1977-1978	H. E. Mr. L. CARDUCCI ARTENESIO	Italy
1979-1980	H. E. Dr. F. N'SOUGAN AGBLEMAGNON	Togo
1981-1982-1983	H. E. Dr. F. N'SOUGAN AGBLEMAGNON (until December 1981) H. E. Mr. A. RAHAL (beginning in January 1982) H. E. Mrs J. M. PRADO (beginning in February 1983)	Togo Algeria Panama
1984-1985	H. E. Mrs J. M. PRADO (until April 1985) H. E. Mr. I. RAHMAN	Panama India
1986-1987	H. E. Mr. W. BREITENSTEIN	Finland
1988-1989	H. E. Mr. A. W. P. GURUGE	Sri Lanka
1990-1991	H. E. Dr. M. B. J. BIN HASSAN	Oman
1992-1993	H. E. Mr. G. FIGUEROA YANEZ	Chile
1994-1995	H. E. Mr. L. MESSAN	Niger
1996-1997	H. E. Ms. S. Mendieta de Badaroux	Honduras
1998-1999	H. E. Mr. A. HYNNINEN (until June 1998) H. E. Ms. T. KIEKKO	Finland Finland
2000-2001	H. E. Dr. M. B. J. BIN HASSAN	Oman
2002-2003	H. E. Dr. M. B. J. BIN HASSAN	Oman
2004-2005	H. E. Mr. H. K. VILLAROEL	Philippines
2006-2007	H. E. Ms. R. A. OMAMO (until the 15 February 2006) H. E. Mr. D. HAMADZIRIPI (beginning in June 2006)	Kenya Zimbabwe
2008-2009	H. E. Mrs I. MARCIULIONYTE	Lithuania
2010-2011	H. E. Prof. M. M. CARRILHO (until 31 December 2010) H. E. Mr. L. F. CARRILHO de Castro Mendes (beginning February 2011)	Portugal Portugal
2012-2013	H.E. Ms. L. SOL DE POOL	El Salvador
2014-2015	H.E. Mr. S. ISLAM	Bangladesh
2016-2017	H.E. Mr. A. ZAINAL	Qatar
2018-2019	H. E. Prof. G. I. Godia	Kenya

APPENDIX 2

HEADQUARTERS COMMITTEE

1949-1950	Australia, Belgium, Brazil, Egypt, France, United Kingdom, United States of America
1951-1952	Australia, Belgium, Brazil, Egypt, France, Italy, Japan, Peru, United Kingdom, United States of America
1953-1956	Australia, Belgium, Brazil, China, France, India, Italy, Pakistan, United Kingdom, United States of America, Venezuela.
1957-1958	Argentina, Australia, Belgium, Brazil; Canada; China; France, Greece, India, Italy, Japan, Lebanon, Morocco, Pakistan, Peru, Spain, Union of Soviet Socialist Republics, United Kingdom, United States of America, Venezuela
1959-1960	Argentina, Australia, France, Japan, Union of Soviet Socialist Republics, United Arab Republic, United States of America, Venezuela
1961-1962	Argentina, Brazil, Czechoslovakia, France, Iran, Italy, Japan, Liberia, Netherlands, Pakistan, Spain, Union of Soviet Socialist Republics, United Arab Republic, United Kingdom, United States of America
1963-1964	Argentina, Brazil, Czechoslovakia, France, Iran, Italy, Japan, Liberia, Netherlands, Pakistan, Spain, Union of Soviet Socialist Republics, United Arab Republic, United Kingdom, United States of America
1965-1966	Australia, Costa Rica, Cuba, Czechoslovakia, France, Greece, Iran, Ivory Coast, Italy, Laos, Lebanon, Netherlands, Union of Soviet Socialist Republics, United Kingdom, United States of America
1967-1968	Algeria, Australia, Austria, Belgium, Brazil, Central African Republic, France, Greece, India, Iran, Italy, Lebanon, Union of Soviet Socialist Republics, United Kingdom, United States of America
1969-1970	Australia, Austria, Burundi, Ethiopia, France, Greece, Iran, Iraq, Italy, Morocco, Netherlands, Union of Soviet Socialist Republics, United Kingdom, United States of America, Uruguay
1971-1972	Australia, Dominican Republic, Finland, France, Federal Republic of Germany, Iran, Italy, Netherlands, Philippines, Romania, Somalia, Sudan, Tunisia, United Kingdom of Great Britain and Northern Ireland, United States of America
1973-1974	Australia, Dominican Republic, Finland, France, Federal Republic of Germany, Iran, Italy, Liberia, Netherlands, Romania, Somalia, Sudan, Tunisia, United Kingdom of Great Britain and Northern Ireland, United States of America
1975-1976	Afghanistan, Australia, Dominican Republic, France, Federal Republic of Germany, Honduras, Iran, Italy, Laos, Liberia, Mexico, Netherlands, Panama, Romania, Saudi Arabia, Spain, Switzerland, Syria, Togo, United Kingdom of Great Britain and Northern Ireland, United States of America
1977-1978	Australia, France, Federal Republic of Germany, Ghana, Honduras, Indonesia, Iran, Italy, Kuwait, Liberia, Mauritania, Netherlands, Panama, Romania, Saudi Arabia, Spain, Switzerland, Syrian Arab Republic, Togo, United Kingdom of Great Britain and Northern Ireland, United States of America
1979-1980	Australia, France, Federal Republic of Germany, Ghana, Indonesia, Italy, Iran, Iraq, Liberia, Nepal, Netherlands, Panama, Romania, Saudi Arabia, Senegal, Spain, Switzerland, Togo, United Republic of Tanzania, United States of America, Uruguay
1981-1983	Australia, Austria, Costa Rica, France, German Democratic Republic, Federal Republic of Germany, Greece, Iran, Italy, Nepal, Netherlands, Nigeria, Panama, Philippines, Rwanda, Spain, Sweden Switzerland Togo, United States of America, Democratic Yemen
1984-1985	Algeria, Australia, Benin, Central African Republic, Costa Rica, France, Ivory Coast, Luxembourg, Nigeria, Panama, Philippines, Romania, Senegal, Sweden, Switzerland, Thailand, Togo, Tunisia, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania United States of America
1986-1987	Australia, Bangladesh, Belgium, Benin, Central African Republic, Dominican Republic, Finland, France, India, Iraq, Ivory Coast, Kenya, Nigeria, Panama, Senegal, Switzerland, Togo, Ukrainian Soviet Socialist Republic, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United States of America
1988-1989	Australia, Benin, Central African Republic, Dominican Republic, Finland, France, Gabon, Ghana, Guatemala, India, Iraq, Netherlands, Nigeria, Oman, Portugal, Senegal, Spain, Sri Lanka, Switzerland, Togo, Ukrainian Soviet Socialist Republic

1990-1991	Australia, Benin, Burkina Faso, Costa Rica, Czechoslovakia, Dominican Republic, Ethiopia, Finland, France, Ghana, India, Iran (Islamic Republic of), Israel, Libyan Arab Jamahiriya, Nigeria, Oman, Philippines, Sri Lanka, Suriname, Swaziland, Switzerland, Togo, Ukrainian Soviet Socialist Republic, Uruguay, Yemen
1992-1993	Costa Rica, Finland, France, Gabon, Ghana, Guatemala, Israel, Jordan, Kenya, Democratic Kampuchea, Mali, Nepal, Niger, Oman, Pakistan, Peru, Poland, Republic of Korea, Spain, Sri Lanka, Swaziland, Ukrainian Soviet Socialist Republic, United Republic of Tanzania, Uruguay, Yemen
1994-1995	Argentina, Benin, Chile, Costa Rica, France, India, Jordan, Malawi, Mali, Myanmar, Namibia, Niger, Oman, Pakistan, Paraguay, Poland, Republic of Korea, Sri Lanka, Sweden, Switzerland, Togo, Turkey, Ukraine, Yemen, Zaire
1996-1997	Algeria, Bangladesh, Benin, Central African Republic, Costa Rica, Côte d'Ivoire, Denmark, Ethiopia, Fiji, France, Ghana, Honduras, Hungary, Iraq, Jamaica, Lithuania, Myanmar, Nepal, Niger, Peru, Sri Lanka, Switzerland, Togo, Turkey, Yemen
1998-1999	Algeria, Costa Rica, Côte d'Ivoire, Finland, France, Ghana, Honduras, Indonesia, Iraq, Lithuania, Monaco, Myanmar, Nepal, Nigeria, Panama, Pakistan, Paraguay, Sierra Leone, Spain, Sri Lanka, Togo, United Republic of Tanzania, Uzbekistan, Yemen, Zimbabwe
2000-2001	Benin, Cuba, Finland, France, Gabon, Ghana, India, Iraq, Kazakhstan, Lebanon, Malawi, Malaysia, Monaco, Myanmar, Nigeria, Panama, Philippines, Romania, Saint Lucia, Senegal, Slovakia, Syrian, Arab Republic, Turkey, Uganda, Uruguay,
2002-2003	Argentina, Belarus, Costa Rica, Côte d'Ivoire, Finland, France, Ghana, Iraq, Japan, Madagascar, Malawi, Mauritius, Mauritania, Monaco, Myanmar, Oman, Panama, Dominican Republic, Democratic People's Republic of Korea, Czech Republic, Rwanda, Sri Lanka, Turkey, Viet Nam
2004-2005	Columbia, Congo, Finland, France, Iraq, Japan, Kenya, Madagascar, Malawi, Mauritius, Mauritania, Monaco, Oman, Panama, Philippines, Dominican Republic, Democratic People's Republic of Korea, Romania, Rwanda, Sri Lanka, Thailand, Turkey, Ukraine, Uruguay
2006-2007	Australia, Bangladesh, Cameroon, Columbia, Congo, Spain, France, Ghana, Kenya, Lebanon, Madagascar, Oman, Panama, Netherlands, Philippines, Syrian Arab Republic, Democratic People's Republic of Korea, Romania, Saint Lucia, Sweden, Thailand, Ukraine, Uruguay, Zimbabwe
2008-2009	Algeria, Australia, Bangladesh, Bolivia, Cameroon, Congo, Côte d'Ivoire, Spain, France, Ghana, Kazakhstan, Kenya, Lebanon, Lithuania, Mexico, Netherlands, Peru, Syrian Arab Republic, Democratic People's Republic of Korea, Lao People's Democratic Republic, Czech Republic, Saint Lucia, Sweden, Zimbabwe
2010-2011	South Africa, Algeria, Bolivia, Congo, Côte d'Ivoire, Spain, France, Japan, India, Kazakhstan, Kenya, Lithuania, Mauritania, Mexico, Nigeria, Oman, Peru, Portugal, Lao People's Democratic Republic, Democratic People's Republic of Korea, Czech Republic, Saint Vincent and the Grenadines, Zambia
2012-2013	Albania, Chile, Côte d'Ivoire, Democratic Republic of the Congo, Democratic People's Republic of Korea, Egypt, El Salvador, France, Gambia, India, Japan, Mauritania, Nigeria, Oman, Philippines, Portugal, Saint Vincent and the Grenadines, South Africa, Spain, Thailand, Ukraine, United Kingdom of Great Britain and Northern Ireland, Venezuela (Bolivarian Republic of), Zambia
2014-2015	Albania, Bangladesh, Chile, Côte d'Ivoire, Democratic People's Republic of Korea, Democratic Republic of the Congo, Egypt, El Salvador, France, Gambia, Kenya, Philippines, Portugal, Qatar, Saint Vincent and the Grenadines, Senegal, Spain, Sri Lanka, Sudan, Thailand, Ukraine, United Kingdom of Great Britain and Northern Ireland, Venezuela (Bolivarian Republic Of)
2016-2017	Bangladesh, Czech Republic, Democratic People's Republic of Korea, Democratic Republic of the Congo, El Salvador, France, Indonesia, Kenya, Lesotho, Myanmar, Peru, Portugal, Qatar, Saint-Vincent and the Grenadines, Senegal, Spain, Sri Lanka, Sudan, United Kingdom of Great Britain and Northern Ireland, Uzbekistan, Venezuela (Bolivarian Republic of), Yemen and Zimbabwe
2017-2018	Afghanistan, Angola, Benin, Czech Republic, Democratic Republic of the Congo, El Salvador, France, Indonesia, Kenya, Lesotho, Morocco, Myanmar, Netherlands, Palestine, Peru, Philippines, Republic of Korea, Saint-Vincent and the Grenadines, Sweden, United Kingdom of Great Britain and Northern Ireland, Uzbekistan, Venezuela (Bolivarian Republic of), Yemen and Zimbabwe

Secretariat of the Headquarters Committee (2018-2019)

Terry McGinnis: Secretary of the Headquarters Committee

t.mcginnis@unesco.org

Ph: +33 1 45 68 14 58

Bureau: 1.054

Delphine Nsengimana: Senior Administrative Assistant of the Headquarters Committee

d.nsensimana@unesco.org

Ph: +33 1 45 68 05 35

Bureau: 1.055