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

RECOMMENDATIONS

N	Recommendation	Implementation Status at UIS	UIS-GB Secretariat's Comments
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.	noted	The recommendation is fully supported by the UIS Governing Board and its Secretariat.
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.	noted	The recommendation is fully supported by the UIS Governing Board and its Secretariat.
B. GENERAL RECOMMENDATIONS FOR ALL INTERNATIONAL AND INTERGOVERNMENTAL BODIES			
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.	in effect	The mandate of the UIS Governing Board, determined by the Statutes of Statutes of the UNESCO Institute for Statistics, outline the Board's functions, one of them being to "approve the general policy and the nature of the Institute's activities within the framework decided by the General Conference, including the Approved Programme and Budget and with due regard to the obligations resulting from the fact that the Institute is an integral part of UNESCO." Hence, the mandate already fits the purpose of ensuring coherency with UNESCO priorities and global developments.

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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 effect	The term of office of the UIS Governing Board members, determined by the Statutes of the UNESCO Institute for Statistics, is limited to one four-year term for members elected by the General Conference and two consecutive terms for the members appointed by the Director-General.
58	As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	in effect	Rule 16.1 of the Rules of Procedure stipulates as follows: "There shall be a Bureau consisting of the Chairperson, the two Vice-Chairpersons and the Executive Secretary." Rule 13.1 further stipulates: "The Chairperson and the first and second Vice-Chairpersons …shall hold office for two years and shall be immediately eligible for a second term but shall not serve consecutively for more than two terms."
59	For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider "right-sizing" the composition of the IIBs.	in effect	The UIS Governing Board has 12 members, which is consistent with the majority of Category 1 Institutes of UNESCO
60	There is a need to reduce and manage politicization of nominations and decisions.	in effect	As per the Statutes, UIS Board members serve in their personal capacity and are usually subject matter experts rather than political representatives.
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.	noted	Although the UIS website contains a page dedicated to its Governing Board, it can be enhanced to better reflect the role and work of the Board. The Board Secretariat will make sure that this is duly considered within the next update of the site in 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.	in effect	Rule 6 of the Rules of Procedure prescribes to "send the provisional agenda, drawn up by the Board or by the Policy and Planning Committee, with appropriate documents, in advance of each Board session". In application of this rule, the Secretariat aims to make working documents available at least two weeks before each session.
63	The Secretariat is invited to promote a harmonized virtual working environment for all IIBs and to revisit UNESCO's "Strategy on Knowledge Management and Information & Communication Technology". Simple, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).	noted	Certain elements have already been integrated into the work of the UIS Governing Board (e.g. use of teleconferencing for the Board's Policy and Planning Committee meetings, providing access to documents via shared on-line folders, etc.) The Secretariat will look into further use of virtual working environment and more user-friendly documentation.
64	Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.	n/a	
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	

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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.	in effect	As determined by Rules 16 and 17 of the Board's Rules of Procedure.
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 effect	As per the Board's Rules of Procedure, the Bureau consists of the Chairperson, the two Vice-Chairpersons and the Executive Secretary. In addition, there is a Policy and Planning Committee of the Board that consists of the Chairperson and 4 members elected among the Board members for a one-year period.
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).	in effect	The guidelines were made available to the UIS Governing Board at its XX session in November 2018.
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.	noted	The Secretariat will review the current practice and take necessary actions.
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.	in effect	Rule 13.1 specifically points that "neither the Chairperson nor the Vice-Chairpersons can hold their office if they cease to serve as members of the Board or if their term of office has expired." Consequently, elections of all officers of the Board including members of the Policy and Planning Committee take this into due consideration.
71	As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	in effect	Rule 23 of the Board's Rules of Procedure specifies the procedure established to invite "individuals or organizations to follow, without the right to vote, the deliberations of the Board, of the Policy and Planning Committee, of any other committee or of the technical advisory panels." Almost every meeting of the Board and its Committee is conducted with observers being present.
72	Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	noted	The recommendation is fully supported by the UIS Governing Board and its Secretariat. The Secretariat will look into strengthening the collaboration of the UIS Governing Board with other governing bodies and Member States as part of the overall communication strategy of the UIS.
73	Gender-neutral language be adopted throughout all UNESCO documents.	in effect	Gender-neutral language has been consistently used in all UIS documents, including the Governing Board documents, in accordance with the UIS style guide, the fourth edition of which was prepared in 2012.

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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 effect	As per the mandate of the Governing Board determined by the Statutes of the UIS.
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 effect	The Governing Board provides reports annually to the Executive Board and biennially to the General Conference. In addition, the Board members as relevant hold meetings with their national authorities to keep them informed of the UIS work.
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.	in effect	Upon the Board's decision, orientation sessions for new members were first introduced in 2008 and have been regularly held since then every time new members come on board, which is every 2 years.
Coherence, coordination and synergies			
77	Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.	in effect	The recommendation is fully supported by the UIS Governing Board and its Secretariat.
78	Use of languages for inclusivity and effectiveness remains an important objective.	noted	Working languages of the UIS are English and French. Nevertheless, in recent years for cost-saving purposes and based on the actual Board's composition, the Board documents were prepared and meeting conducted in English only. The Secretariat will look into possibility of reverting to the practice of bi-lingual publications.
79	IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.	in effect	The meetings of the UIS Governing Board are always scheduled taking into consideration the dates of UNESCO Executive Board and General Conference sessions.
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).	noted	The secretariat will look into this recommendation closely and provide suggestions to the Board at its next regular session in November 2019.
G. SPECIFIC RECOMMENDATIONS FOR THE CATEGORY 1 INSTITUTES			
Education Category 1 Institutes			

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125	Meeting of Chairpersons can include the UNESCO Institute of Statistics (UIS).	noted	The recommendation is fully supported by the UIS Governing Board and its Secretariat, who trust that the organizers of such meetings will duly include the UIS in their further plans.
UNESCO Institute for Statistics (UIS)			
128	128. UIS participate in Structured Financing Dialogues.	done	UIS successfully participated in the Structured Finance Dialogue meeting of 2018.