Items 3.1, 5 & 6.2 of the Provisional Agenda

FOLLOW-UP ON THE RECOMMENDATIONS ON THE REPORT ON GOVERNANCE OF UNESCO AND DEPENDENT FUNDS, PROGRAMMES AND ENTITIES

Summary

In pursuance of 38 C/Resolution 101 on Governance, procedures and working methods of the governing bodies of UNESCO, an intersessional open-ended working group was established to further examine views and proposals of Member States, the External Auditor's report and other relevant evaluations and audits.

Purpose of the document: This document presents background information to assist Member States in their discussions on reviewing the efficiency of the IOC governance and prepare a contribution to the work of the General Conference Working Group by the end of 2016.

There are no financial and administrative implications.

The proposed decision in paragraph 15 will be reflected under items 5 (The Future of the IOC) for the institutional aspect of this issue and 6.2 for initial proposals of concrete measures to gain further efficiencies in the preparation and running of the sessions of IOC governing bodies.
Contextual background

1. In November 2013, as a follow-up to the UN Joint Inspection Unit recommendations concerning the methods of work of UNESCO’s intergovernmental bodies (2011), the General Conference requested the External Auditor, by means of 37 C/Resolution 96, to conduct an audit of the external governance of UNESCO and entities that are attached to or administered by the Organization. This audit was entrusted to the External Auditor with a view to formulating governance reform and cost-saving measures for the 38th General Conference of UNESCO in 2015 and was addressed to the IOC Governing Bodies through its chairman in May 2014. In the framework of this strategic review, the governing bodies of IOC were invited to ‘perform a self-assessment of the overall relevance of their work in relation to their specific terms of reference as well as the efficiency and effectiveness of their meetings, including the impact and utility of experts’ time’, with the IOC Secretariat limiting its role to providing factual information as necessary.

2. In 2014, the Executive Council stressed ‘the need that the unique role of IOC in the UN system in relation to ocean science and the scientific base for ocean management and its position as a body with functional autonomy within UNESCO be reflected in any nomenclature of UNESCO’s intergovernmental bodies or any other parts of the final governance review document’. The Council entrusted the IOC Officers, in consultation with IOC Member States by region, to answer the audit on behalf of the governing bodies of the Commission taking into account advice already received from the open-ended inter-sessional working groups dealing with financial matters and the Future of IOC. The IOC Chair submitted the requested information by the deadline, following an elaborate consultative process with the Commission’s Officers and Member States, while the Secretariat provided some additional factual information (IOC-XXVIII/Inf-4).

3. At a later stage the secretariat was asked to complete this information with staff time devoted to the preparation of the documentation and governing body sessions and participation to sessions and related meetings. The Assembly, at its 28th session, entrusted the IOC Chair to make further comments on the Interim Report before the presentation of the Report of the External Auditor to the General Conference in November 2015.

4. The General Conference at its 38th session examined the Report containing 15 recommendations (38 C/23). In its resolutions 38 C/101, the General Conference requested the Director-General to start the implementation of recommendations 1, 11 and 13 and decided to establish an open-ended working group on governance, procedures and working methods of the governing bodies of UNESCO with the purpose of developing concrete follow-up proposals to be examined by the General Conference at its 39th session in 2017. In this light, the General Conference invited all intergovernmental programmes, committees and organs of the conventions to inscribe, in 2016 if feasible, an item on their agenda concerning the follow-up to the recommendations of the External Auditor’s report contained in document 38 C/23, to improve their governance by concrete measures, and to report on their proposals to the Chairperson of the open-ended working group, Mr Stanley Mutumba Simataa, the President of the General Conference by the end of 2016 as per the letter addressed to the IOC Chairman appended hereafter.

5. In the meantime, the Director-General reported to the Executive Board of UNESCO at its Spring 2016 session on the status of implementation of the External Auditor’s recommendations 1, 11 and 13 (199 EX/12) and provided an official organizational chart of the “UNESCO universe” limited to “main entities that play a role in the overall governance of the Organization” where the IOC appears separated from other entities under the category “International and Intergovernmental commissions, committees and programmes established by the General Conference”. The “UNESCO universe” is reproduced in the Appendices to the present document. Recommendations 11 and 13 call for respectively the setting up of an ethics committee and the adoption of strategic plans concerning structural investment to improve IT resources in particular, the organization and methods of work of the Organization.
Framework of thought

6. Although the General Conference in its 38 C/Resolution 101, did not endorse most of the recommendations proposed by the External Auditor (only 3 out of 15), it is found worth summarizing here some of the suggestions that may eventually result in a set of guidelines to be followed by IOC and other bodies for the sake of “harmoniz[ing] and systemiz[ing] the rules of procedure, texts and practices of the governing bodies of all UNESCO universe entities” (Recommendation 7). The Audit report on Governance calls in particular for:

The means to evaluate and manage the full external governance costs of each entity (Rec. 2)

− A guide of best practices applicable to the whole UNESCO [Universe] (Rec. 3), a concrete implementation plan and training for delegations and Organization staff member (Rec. 4):

− A screening system for individual candidates for offices of chair and vice-chair of governing bodies, based on robust and transparent criteria of competencies; and a limitation to the total terms of consecutive terms of office (e.g. four years) for the same delegate (Rec. 8);

− A section on ethical conduct of members of governing bodies (public declaration of interest, ...) in the code of governance mentioned in Rec. 7, and the setting up of an independent biennial governance evaluation;

− An established practice for systematic voting on a specific set of issues under debate (Rec. 9), certainly dependent on the plan of renovation of meeting facilities and upgrading of IT resources mentioned above (Rec. 13);

7. In Spring 2016, UNESCO Member States were invited to help compile a list of areas of improvement that would guide the work of the Working Group on Governance in 2016 and 2017 as a follow-up to the External Auditor’s Report. The “Informal summary of contributions from Member States” appended to this document is divided in two sections A and B respectively relative to the structure, composition and methods of work of the General Conference and the Executive Board of UNESCO (so-called sub-group 1) and that of UNESCO’s international and intergovernmental bodies (so called sub-group 2).

The IOC context

8. The IOC is invited to contribute to the latter with proposals to improve its governance by concrete measures by the end of 2016. Not only can the Commission consider and propose new “creative solutions”, but it can report on current practices that respond adequately to areas of improvement identified by the Working Group, building on the information already provided to the auditors.

9. The scope of the contribution requested from the IOC is sufficiently broad to require the attention of the IOC Governing Bodies as it can influence some of the practical arrangements related to its status within UNESCO and vis-à-vis other competing organizations. In this exercise the IOC can build on a quasi-permanent mechanism to reflect and review on its status and functioning over 30 years: FURES (1987-1990); DOSS (1991-1996); DOSS-2 (1996-2000); External Evaluation (1999-2000); and currently the Working Group on the Future of the IOC (since 2008).

10. The definition of governance adopted in cooperation with UNESCO, which serves as reference for this exercise, is as follows: Governance refers to the legal framework and the exercise of political authority required to lead and supervise the work of the Organization, determine its strategic direction, set its priorities, regularly assess its performance, determine the level of acceptable risk for its action, allocate resources in accordance with agreed policies and expected results and report thereon to stakeholders.
11. In contrast, the Report of the External Audit (38 C/23) in its chapter II (Better management of external governance) exemplifies findings of a negative perception of the governance structure by Member States as being heavy (size, number of subsidiary bodies, frequency), time consuming, expansive, slow, devoted to often relatively unimportant debates and decisions. Sometimes micromanagement prevails over strategic issues and statements prevail over discussion. More often, matters of secondary importance are turned into political processes that last several years with an abundance of documents and no clear justification. This vision should also be seen in the light of the time scale perspectives quoted from the book *Troubled waters*, noting that it takes 4 years before major conclusions are reached by IOC; that trends in science usually manifest over 3-5 years; that ocean technology takes up to one decade from idea to operations; that conventions can take several decades to reach conclusions and entering into force.

12. Without anticipating the results of this ambitious exercise, one of the main criterion of efficient governance from a UNESCO perspective may eventually be its capacity to contribute to UNESCO programme and budget, other overarching priorities and international agenda and to deliver expected results. IOC is currently adapting its programme to fully contribute to four global frameworks/agreements (SDGs, SAMOA Pathway, Sendai Framework for DRR, Paris Agreement/UNFCCC) in the horizon 2030 and intends to reflect new paradigms into the next Programme and Budget (39 C/5) and current Medium-Term Strategy (2021). Many institutional aspects should only be discussed in the confidentiality of the work in groups during and after the session all the more than the External Audit, in its broad study, does not take into account the “special character” of the IOC and its specificities. On the issue of concrete measures, the External Audit referred to “creative solutions” that have been “tried and tested” in other organizations (the following may relate to a requirement of Assembly decision IOC-XXVIII/12): better time management and shortening of sessions; strategy of delegating more responsibilities to the Bureaux and Secretariat; reduced frequency of meetings; enhance high level of expertise of governing body members and Officers; less systematic requirement for consensus and greater acceptance of majority vote; more innovative decision-making process relative to the cost of decisions.

**Proposed concrete measures**

The IOC has a good record of “creative solutions” since 2012, some of which are already implementing the External Auditor recommendations and could appear in the Guide of good practices the Audit calls for.

**Duration of sessions:** the duration of Governing Body plenary sessions decreased from 7 to 3.5 working days for the Council and from 10 to six working days for the Assembly; Budgets of governing bodies have reduced by 40% over the same period with the increase of Member States and partner sponsorship of services (interpretation and catering) and side events. It appears that we have now reached a limit to our capacity to hold substantial strategic debates while still delivering the report in all the official languages for adoption at the end of the session. Further suggestion: electronic adoption of the report after the session will leave almost half a day for substantial discussion but would add workload on the Secretariat.

**Report and decisions:** the reduction of time devoted to the preparation of the report was made possible by drafting the Action Paper as a pre-report; the IOC Action Paper is often cited as a model for being a pre-session document that covers all items of the agenda and includes a formal draft decision under each agenda item. The adoption of formal decisions allows to capture some of the convergent discussion and references more efficiently than lengthy reporting. Summary of discussion is minimum. Important statements are annexed to the report and are connected to the main body of the report by the means of multiple internal links. This presentation was cited to be an important improvement by the auditor. In the same time, the IOC adopted revised guidelines for the preparation of Draft Resolutions by Member States, clarifying the scope of the highest level of decision the Commission can make exclusively at the initiative of Member States. Further suggestion: a mechanism that would involve Member States and partner organizations in the
preparation of the draft decisions in advance of the session would improve their quality, facilitate discussions in plenary sessions and make best use of expert time who will be working from their working place. Highly relevant to the Agenda of an Assembly, a decision by the steering committee of the Assembly (i.e. the Executive Council) on a list of decisions that could be adopted without debate by the Assembly – non controversial ones and reporting items – would allow to focus on items requiring strategic guidance from the primary governing body. Difficulty encountered: the preparation of a complete pre-report requires a long preparation, which may result in delivering the documentation too close to the session, in particular if a governing body session meets annually.

**Quality of sessions**: the IOC has established the practice of an evaluation questionnaire to monitor the level of acceptance of change by delegates and representatives. It has proved to be useful but its redundancy every year tends to impair the level of interest of participants. Quality of sessions is also dependent on the facilities offered by UNESCO (meeting rooms equipped with individual electrical plugs, enhanced wifi capacity, better quality projectors, etc.) which should be enhanced by the implementation of Rec 13 by the DG. Breaking the plenary sessions in parallel committees are avoided as they would be expensive to organize due to the additional cost of interpretation and would be deemed unfair by small delegations. Nevertheless, sessions are seen as being incredibly dense in reason of the many side meetings that take place between plenary meetings, often in English only, with the exception of the sessional Financial Committee that works in English and French.

**Use of experts’ time**: The presence of experts and national delegates from the countries in addition to the presence of permanent representatives is recognized as a very important criterion of the general interest for the work of the Commission. Unlike the membership of WMO composed of national meteorological agencies, the nature of the coordinating bodies for liaison with the IOC in the Member States is diverse. Presentation of hot topics in Ocean sciences during an IOC Ocean Science Day organized every two years during assemblies (148 Member States) is highly appreciated among Member States and stir a wider audience in national delegations.

**Frequency of sessions**: the yearly periodicity of the Council and the Assembly in alternance is dictated by the Statutes and Rules of Procedure of the Commission and the functions that these basic texts assign to them in the elaboration of the programme and budget. For the External Auditor, the requirement for a reduced frequency of the sessions is subject to delegating more responsibilities to the Bureaux (IOC Officers; and intersessional working groups) and Secretariat on one hand, and implies an enhanced ethics supervision and an adequate reporting on the other. In the context of the IOC, it would require a clearer division of responsibilities between the Council and the Assembly that would translate in different methods of work; and a definition of the role of the Officers as a group, i.e. constituted as a Bureau. Further suggestion: A session of the Executive Council is often seen as another Assembly. Member States member of the Executive Council represent 27% of the IOC membership but the total number of participants, observers and partners included, represent some 62% of the number of participants to an Assembly. Unlike many executive bodies and boards in other organizations, a rather great number of Member State delegations (40 compared to 37 members serving in an individual capacity in WMO) sit on the IOC Executive Council and representatives to serve (on their behalf?) on the Executive Council are rarely nominated. This requirement only appears at the end of the technical arrangements for the elections and seems to have fallen into disuse. The question arises of whether the Executive Council could improve the overall efficiency of the IOC governance by being a lighter structure composed of individuals having high responsibilities in their countries.

**Assessment tools**: As shown modestly in this last example, statistics are essential elements for a fair analysis of the effectiveness of the governance. Only to mention the cost of governance was found difficult by the External Auditor (5-8% of the Organization’s total regular budget spending?) The Organization does not have currently the means to establish the real cost of the governance on a daily routine as to the valuation of the use of premises, the working time of Secretariat personnel dedicated to the governance during sessions and in between, and the level of voluntary
contribution. **Further suggestion:** The IOC Secretariat should be encouraged to further compile statistics on governing body attendance and its membership.

13. The extent of considerations on this issue is of an infinite dimension. Consultation with the co-presidents of the sub-group (Ambassadors of Norway and Philippines) could help clarify and narrow what is expected from the IOC after the first meeting of the sub-group 1 has taken place on 2 June 2016. The presence of Norway and Philippines as members of the Executive Council, should facilitate the dialogue on this issue during the session.

14. The Commission is well equipped to consider reviewing its governance with confidence and in earnest as to what could be improved in comparison to other international and intergovernmental bodies and what are the constraints to change. Improving the efficiency of governance may well prove to be a comparative advantage in the international competition.

**Proposed decision**

15. In light of the foregoing, the IOC Executive Council may wish to consider the following draft decision:

   The Executive Council,
   
   1. **Having examined** document IOC/EC-XLIX/2 Annex 10,
   
   2. **Entrusts** the Chairman and the Officers to develop a list of concrete measures to further improve the efficiencies in preparing and running the IOC Governing Bodies’ sessions, based on the discussions by this session of the Executive Council of the audit recommendations, with a view of transmitting them to the UNESCO Working Group on governance, procedures and working methods of the governing bodies of UNESCO; and
   
   3. **Invites** the Chairman to report on this issue to the IOC Assembly at its 29th session in 2017 for final review.
APPENDIX 1

LIST OF RECOMMENDATIONS FROM THE EXTERNAL AUDITOR’S REPORT
(197 EX/28.INF.Rev.)

Recommendation No. 1. The External Auditor recommends that the Secretariat provide the Executive Board at its spring 2016 session with an official organizational chart of the “UNESCO universe” and the different governing bodies.

Recommendation No. 2. The External Auditor recommends that: (i) a report on the means required to evaluate and manage the full external governance costs of each entity be prepared and submitted to the Executive Board for discussion at its spring 2016 session, and that (ii) the Executive Board initiate the comprehensive implementation of this report between now and the spring 2017 session, with a view to producing a comprehensive and constructive report on external governance costs for the General Conference at its 39th session.

Recommendation No. 3. The External Auditor recommends that the General Conference: (i) delegate the steering and management of the following ten actions to the Bureau of the Executive Board; (ii) to that end, provide the Board with the appropriate means to ensure, after obtaining the opinion of each of the governing bodies, consulted as needed and in the most efficient way, the adoption, at the 39th session of the General Conference, of a guide to best practices applicable to the whole of UNESCO and its dependent funds, programmes and entities:

- accelerate the shortening of sessions;
- group meetings together;
- make annual meetings biennial, and biennial meetings quadrennial;
- make more use of teleconferences;
- convene essential meetings only and finance them through the regular budget;
- reduce the number of meeting participants;
- shorten agendas by prioritizing and delegating minor decisions;
- increase the delegation of authority to the bureaux;
- simplify and improve the dissemination of results;
- encourage best practices.

Recommendation No. 4. The External Auditor recommends that:

(i) the Secretariat place at the Executive Board’s disposal the budget (possibly funded by the resources of the appropriate Special Accounts), experts and services required to establish a draft “guide to best practices in governance” and a concrete implementation plan to be considered by the Executive Board at its autumn 2016 session and for adoption by the General Conference at its 39th session;

(ii) the experts to be placed at the Board’s disposal should not have had any ties whatsoever to UNESCO over the previous three years, and should ensure balanced representation of the management cultures of the Member States of the General Conference;
(iii) at its autumn 2016 session, the Executive Board have before it a report drawn up by its experts and validated by its Bureau, containing a significant acceleration plan for the implementation of each action listed in the guide, together with indicators of inputs, outputs and expected outcomes that are measurable and relevant regarding the situation as at 31 December 2015;

(iv) the reports preparatory to the adoption of the budget contained in document 39 C/5 clearly identify in detail the effects related to the implementation of the guide to best practices, such as decreased expenditure relating to governing bodies, redeployment of the projected savings with a view to the implementation of the plan, dissemination of the guide, and training for delegation and Organization staff members.

**Recommendation No. 5.** On a provisional trial basis, the External Auditor recommends that the General Conference:

(i) decide to elect, from 2016, the same States Parties to the governing bodies of the heritage-related conventions and that the governing bodies thus constituted shall hold their respective sessions in a single joint session, under appropriate legal arrangements;

(ii) entrust the Executive Board with organizing the implementation of this arrangement by its autumn 2016 session and provide it with appropriate resources;

(iii) request the Secretariat consequently to merge the secretariats of these conventions by 1 September 2016.

**Recommendation No. 6.** The External Auditor recommends:

(i) experimenting with a two-yearly meeting of chairs and directors of Category 1 institutes in the Education Sector and with structured coordination between the two sessions;

(ii) examining, on the basis of this trial, the requirements for combining the institutes within a single corporate unit of which the current institutes would form operational divisions, with a single supreme governing body;

(iii) that for the autumn 2016 Executive Board session the Secretariat produce a report that sets out the lessons learned from this trial and the conditions under which combining the institutes, or at the very least the establishment of joint governance, might be possible, together with an action plan to achieve this.

**Recommendation No. 7.** The External Auditor recommends:

(i) drawing up a draft governance code in 2016, under the supervision of the Bureau of the Executive Board, that harmonizes and systematizes the rules of procedure, texts and practices of the governing bodies of all UNESCO universe entities;

(ii) ensuring that this document is regularly updated through a repertoire of practice prepared by the Secretariat and submitted for approval to the Executive Board;

(iii) adopting the decisions needed to implement this system at the 39th session of the General Conference.

**Recommendation No. 8.** The External Auditor recommends:

(i) examining means of introducing a screening system for individual candidates for the offices of chair and vice-chair of governing bodies, based on robust and transparent criteria of competence;
(ii) adopting a resolution to limit the total length of consecutive terms of office (e.g. to four years) for the same delegate in a governing body so that delegates can gain sufficient experience but the bodies can at the same time be periodically renewed;

(iii) that Member States candidates for a seat on a governing body undertake to nominate a full member or alternate with sufficient experience in that body’s field;

(iv) introducing mandatory training for the offices of chair and vice-chair of a governing body, tailored to the experience of the new officers.

**Recommendation No. 9.** The External Auditor recommends establishing an open working group, under the direction of the Chair of the Executive Board and with the assistance of the Secretariat of the Governing Bodies, in order to prepare a proposal, along the lines of practice in other international organizations, to be examined at the 39th session of the General Conference, for systematic voting on a specific set of issues under debate, in each category of governing body, and according to arrangements to be specified.

**Recommendation No. 10.** The External Auditor recommends:

(i) setting up an ethics committee;

(ii) adding a section on the ethical conduct of members of governing bodies to the code of governance recommended elsewhere;

(iii) that the Ethics Office assist the governing bodies, at their request;

(iv) that public declaration of interest arrangements be put in place for experts assisting governing bodies.

**Recommendation No. 11.** The External Auditor recommends: (i) strengthening oversight of risk management, under the control of the General Conference and within a framework defined by the General Conference, (ii) delegating oversight of risk management to the Executive Board or an independent audit committee; and (iii) that the arrangements put in place and the progress made be reported on to the General Conference at its 39th session.

**Recommendation No. 12.** The External Auditor recommends:

(i) the establishment of an independent audit committee, in accordance with the recommendations made in 2011 by the United Nations Joint Inspection Unit, with competence for all the entities, funds and programmes attached to UNESCO;

(ii) to that end, that the Bureau of the Executive Board supervise the preparation of draft terms of reference and draft rules to be submitted to the General Conference at its 39th session for approval;

(iii) that, pending amendment of the Basic Texts of UNESCO, an ad hoc interim audit committee reporting directly to the Executive Board be established, based on the current Oversight Advisory Committee.

**Recommendation No. 13:** The External Auditor recommends that the General Conference:

(i) approve the draft medium- and long-term strategic plans concerning resources, especially IT resources, the organization and methods of the Organization, and in general, structural investments;

(ii) delegate to the Executive Board the annual review of these plans, their budgets, and input, output and outcome indicators.
**Recommendation No. 14.** The External Auditor recommends that the General Conference set up an independent biennial governance evaluation under the supervision of the Executive Board and with the relevant support of the Secretariat. This would include the actions of the secretariats of convention and programme governing bodies, and the first report of the evaluation would be reviewed by the independent audit committee and then by the General Conference in 2017.

**Recommendation No. 15.** The External Auditor recommends that the General Conference:

(i) create the position of governance adviser to the Executive Board from 1 January 2016, as well as, depending on the new responsibilities of the adviser:

(ii) some positions for specialized advisers, by 1 July 2016;

(iii) entrust an independent expert group with the selection of candidates.
APPENDIX 2

Working Group on the Governance, Procedures and Working Methods of the Governing Bodies of UNESCO

Informal Summary of Contributions from Member States

A. “Structure, composition and methods of work of the Governing Bodies (General Conference and Executive Board)” (Sub-Group 1)

Proposed dates for the meetings of Sub-Group 1

Proposed by the Bureau of the Working Group and approved on 1 April 2016 by the Working Group:

- 2 June 2016
- 23 September 2016

Overarching issues

- Balance of decision-making powers between the two governing bodies according to their constitutional mandates
- Enhanced and institutionalized dialogue and cooperation between General Conference and Executive Board
- Relations between the General Conference, the Executive Board and the Secretariat of UNESCO.
- Governance reform to focus on effectiveness and efficiency
- Cost-cutting approach is not an aim per se (move beyond)
- Small delegations to contribute to all reforms
- Participation of all Member States and the governing bodies of the international and intergovernmental entities of UNESCO in the drafting of the C/4 and C/5
- All proposed reforms should be costed
- Ensure visibility of the work of the Organization and its Governing Bodies

1. General Conference:

- Timing/schedule and flexibility of Commissions – possibility of permanent Commissions
- Simplification of agenda items, grouping of items and taking note items. Annotated agenda
- Review the National Policy Statements to provide guidance to the Executive Board and the Secretariat in the formulation of the C/5 and to focus on key programme areas and on selected items (cf: dedicated round table of Ministers/Ministerial Round table on the preparation of future C/5)
- Role of the Bureau and distribution of minutes of Bureau meetings
• Proposed amendments to the Rules of procedure of the General Conference on Rule 82 on voting rights (document 38 C/WG/1/4)
• Large participation and geographical balance in reform decision-making

2. Executive Board:
• Limitation of (consecutive) terms
• Review the Executive Board’s own reforms of its structure and working methods
• Organizational meetings at the beginning of the two-years cycle to determine provisional agendas and programmes of work, open to all Member states
• Increased participation of all Member States in the debate of the C/5 programme design
• Reduction of agenda items, reduction and grouping of items, taking note items, annotated agenda
• Reduction/Abolition of the general debate for national statements
• Open ended informal consultations on proposed draft decision before discussions in Commissions and Plenary
• Role of the Bureau and distribution of minutes of Bureau meetings
• Improved reporting by the Executive Board to the General Conference on its own activities and on programme implementation, including the Board’s evaluation
• Thematic Debate during and outside the formal session of the Executive board
• Interactive sessions of dialogue between the DG and the Executive Board on the report on the programme implementation
• Review the debate on staffing issues
• Participation and geographical balance in reform decision making

B. “Structure, composition and methods of work of UNESCO’s international and intergovernmental bodies (IIBs)” (Sub-Group 2)

Proposed dates for the meetings of Sub-Group 2
To be agreed

Overarching issues
• Coherence with the Organization’s Programme and priorities
• Enhanced visibility of results
• Streamlining activities of IIBs to contribute to C/5 expected results
• IIBs to address UNESCO’s role in the implementation of the 2030 agenda
• Coherence and synergies, noting different genuses and legal status of various bodies and independence of some of them
• Balance between equity and efficiency in participation of Member States
• Each IIB to review the recommendations of the external auditor in line with resolution 38 C/101
Harmonization of methods of work

• Harmonization of working methods and of Rules of Procedure
• Streamlining reporting formats
• Common practices and procedures
• Clarification of the mandates of Bureaus versus main organs

Alignment with C/5 and overarching priorities

• Involvement of IIB in the preparation of UNESCO’s Programme and Budget - Consultation of IIB in the preparation, in particular on the format and timing
• Contributions of IIB to deliver the C/5 and the expected results once approved by the General Conference - Presentation of the approved C/5 to IIB, planning of activities of IIB based on the consideration of the approved C/5 and IIB reporting on contribution to the Expected Results of the C/5.
• Priority setting mechanism
• Development of result framework – a theory for change of the IIB.

Efficiency of results delivery

• Annotated agendas with discussion points
• Reinforced use of ICTs and availability of documents online
• Measures to enhance transparency of the work of IIBs
• Visibility and communication on respective mandates
• Improving efficiency of meetings (length, participants, technical aspects, dissemination of results)

Enhanced coordination with and among IIBs

• Merging IIBs with similar or related programme focus.
• Regular meetings of the presidents of treaty bodies
• Harmonization of the global calendar of meetings over the biennium
• Relation between IIBs and the General Conference, including reporting

C. Date of the forthcoming meeting of the Working Group

• 3 October 2016
APPENDIX 4

Letter of the President of the General Conference to the IOC Chairman
(6 April 2016).

Sir, Madam,

As you know, by its 38 C/Resolution 101 (enclosed for ease of reference), the General Conference decided to establish an open-ended Working Group on governance, procedures and working methods of the governing bodies of UNESCO. The Working Group, which I chair, held its first two meetings on 17 February and 1 April 2016.

The Working Group has decided to focus in a first phase (2016) on the structure, composition and methods of work of the main governing bodies (General Conference and Executive Board) and review in a second phase (2017) the structure, composition and methods of work of UNESCO’s international and intergovernmental bodies.

In this context, please be reminded that 38 C/Resolution 101 in its paragraph 5, specifically “Invites all intergovernmental programmes, committees and organs of the conventions to inscribe, in 2016 if feasible, an item on their agenda concerning the follow-up to the recommendations of the External Auditor’s report contained in document 38 C/23, to improve their governance by concrete measures, and to report on their proposals to the Chairperson of the open-ended working group”.

Therefore, the Chairs of all UNESCO’s international and intergovernmental bodies and their respective Secretaries are kindly invited to ensure, that such an item concerning the follow-up to the recommendations of the External Auditor’s “Report on the governance of UNESCO and dependant funds, programmes and entities” (Document 38 C/23) be inscribed on the agenda of their meetings scheduled in 2016.

In line with the above-mentioned Resolution, the results of this exercise in each of these institutional bodies (UNESCO Category 1 Institutes and Centres, organs established by International Conventions and related bodies,
International and Intergovernmental Commissions, Committees and Programmes established by the General Conference will be reported to the Working Group on governance by the end of 2016, so that the Working Group can study their proposals in 2017 and report back, with its recommendations, to the Executive Board and ultimately to the General Conference at its 39th session (2017).

You will find enclosed, for ease of reference, the necessary background documents as well as a chart of UNESCO’s “universe” (document 199 EX/12). For any further details you can contact GBS/SCG (Luis Salamanques – Secretary of the Working Group - +33.1.456 81439/81156).

I thank you for your contribution to this important exercise.

Please accept Sir / Madam, the assurances of my highest consideration.

[Signature]

Stanley Mutumba Simataa

Cc: Chairperson of the Executive Board
    Director-General of UNESCO