WORKING WITH UNESCO

Guidebook for Members of UNESCO’s International and Intergovernmental Bodies
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United Nations Educational, Scientific and Cultural Organization (UNESCO)
Bureau of Strategic Planning (BSP)

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# Table of Contents

Welcome to the UNESCO family!  ........................................................................................................ 4  

About this Guidebook ........................................................................................................................... 5  

1. UNESCO at a glance ......................................................................................................................... 7  
   1.1 UNESCO’s mandate  ...................................................................................................................... 7  
   1.2 UNESCO’s functions  ................................................................................................................... 7  
   1.3 UNESCO’s Governing Bodies  ..................................................................................................... 8  
   1.4 The UNESCO “family” ............................................................................................................... 8  

2. UNESCO’s International and Intergovernmental Bodies ................................................................. 9  

3. UNESCO’s key strategic and programmatic frameworks ............................................................... 11  
   3.1 Medium-Term Strategy (C/4) and Programme and Budget (C/5) ............................................. 11  
   3.2 UNESCO’s integrated budget approach  ...................................................................................... 13  
   3.3 Budget allocation and mobilization of extrabudgetary resources ............................................ 13  

4. UNESCO within the wider United Nations System ....................................................................... 14  
   4.1 UNESCO and the 2030 Agenda for Sustainable Development ............................................. 14  
   4.2 UNESCO’s participation in the United Nations system  ................................................................ 15  

5. Contributing to UNESCO’s work: Examples of good practices .................................................. 16  
   5.1 Preparation and implementation of the UNESCO’s Medium-Term Strategy (C/4) and the Programme and Budget (C/5) .................................................................................................................. 16  
   5.2 Good practices on contributing to the UNESCO’s Medium-Term Strategy (C/4) and the Programme and Budget (C/5) and aligning work to development frameworks ............................ 18  
   5.3 Monitoring and Reporting  .......................................................................................................... 22  
   5.4 Good practices on monitoring, reporting, feedback and exchange ............................................ 23  

6. Achieving full alignment with UNESCO’s strategic priorities: Useful tips ................................. 28  

Final Word ........................................................................................................................................... 30  

Annex I: List of International and Intergovernmental Organs of UNESCO ........................................ 31  

Annex II: Users’ Survey ......................................................................................................................... 35
Welcome to the UNESCO family!

A very warm welcome to the UNESCO family!

As a member of one of UNESCO’s International and Intergovernmental Bodies, you are actively contributing to advancing the objectives of this Organization and working with all UNESCO staff and partners to help us build peace and ensure equitable and sustainable development through education, the sciences, culture, communication and information.

UNESCO’s International and Intergovernmental Bodies are directly associated with UNESCO’s Major Programmes, allowing their members, who are representatives from Member States and national experts, to take an active part in the design and implementation of the Organization’s programmes. Together with you, we, as UNESCO, have achieved much:

- Up to today, 1092 Sites have been inscribed on the World Heritage List, with the aim to enhance the safeguarding of our world’s most precious cultural and natural heritage.
- Thanks to the Man and the Biosphere Programme, 686 Biosphere Reserves in 122 countries promote socially and culturally sensitive and environmentally sustainable approaches to economic development.
- After the tsunami in 2004, UNESCO’s Intergovernmental Oceanographic Commission successfully coordinated the establishment of a Tsunami Warning System in the Indian Ocean and now coordinates four tsunami warning and mitigation systems in all tsunami-prone areas of the ocean.

Much more needs to be done – and we count on your active engagement.

We hope that this guide will allow you to quickly discover the UNESCO universe and to adhere to its shared values and mission.
About this Guidebook

On 31 May 2018, the General Assembly unanimously endorsed the United Nations Secretary-General’s vision on the repositioning of the United Nations Development System (UNDS) and decided on significant measures for change that are reflected in a landmark resolution (A/RES/72/279), agreed by all 193 Member States. The Director-General, Audrey Azoulay, has reiterated her full commitment to aligning the Organization with the United Nations reform process. In her opening speech at the 204th session of the Executive Board, she highlighted “We must be closely involved with the current United Nations reform, and this must come through you, the Member States, in both Paris and New York, as well as between the two Secretariats”. The Member States also stressed the need to continue UNESCO’s ongoing reform process as it is crucial to enhance its programme delivery and to secure a lead role in its fields of competence within the United Nations system.

Furthermore, as a key step in the reform process, at its 39th session, in November 2017, the General Conference of UNESCO endorsed the recommendations of the open-ended Working Group of Member States on Governance, procedures and methods of work of the Governing Bodies of the Organization (39 C/Resolution 87). Among the 131 recommendations, three concerned the production of a short user-friendly guidebook including good practices and acronyms to familiarize (new) members of the Organization’s International and Intergovernmental Bodies (IIBs) with the working methods and C/4 and C/5 mechanisms (recommendation 76). Hence, this publication has been prepared as part of the follow-up by UNESCO’s Secretariat to the General Conference’s resolution.

How to use this guidebook?

If you have just joined as a member of one of UNESCO’s International and Intergovernmental Bodies (IIBs) and wish to learn more about UNESCO, this short guide will help you to get a quick introduction to the Organization and its strategic planning processes. This guidebook will help you also to get acquainted with some of the good practices applied by UNESCO IIBs, particularly on how to contribute effectively to the Organization’s work and to the implementation of wider development frameworks and objectives of the United Nations. Your involvement in these processes is crucial and it is hoped that you will actively participate in adapting and making the best use of such good practices.

How is the guidebook organised?

This guidebook is a concise document structured in a straightforward, user-friendly way, with a number of hyperlinks for easy reference and online access to related elements. It is intended to be a living document. It can be further improved and enriched based on feedback and additional elements which you, as the primary users, can provide by responding to the survey available in Annex II.

You can navigate through the Guidebook by selecting the topics that interest you in the Table of contents. If you are interested in finding out more on certain topics you can follow the hyper-links for further reading.

Good practices as applied currently by a number of IIBs have been collected and are presented here in relation to two major subjects: (i) Preparation and implementation of UNESCO’s strategy and programme

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1 206 EX/5 II.E
2 https://unesdoc.unesco.org/ark:/48223/pf0000261899?posInSet=55&queryId=N-52ebed7-a2a3-44ca-b3e8-24976cdd41ed
3 Recommendations 76, 80 and 129 in Annex I of document 39 C/Res.
4 For some of UNESCO’s International and Intergovernmental Bodies, the member is a representative designated by a Member State. For others the member is elected in his/her personal capacity. For ease of reading, the term “member” is used throughout this document.
5 This publication presents only a few good practices of category 1 institutes (see for instance good practice 3 in section 5 as an example that is applied by all the others). The programmes of category 1 institutes are fully integrated within the Organization’s programme and budget, and, as such, each is presented in the C/5 document separately, and is subject to the consideration and adoption part by UNESCO’s General Conference, every biennium.
(section 5.2); and (ii) monitoring and reporting on programme implementation (section 5.4).

The approach applied to identify good practices and case studies combined a desk-study of available documents, including the review of the "Non-exhaustive List of Best Practices of IIBs" and gathering of information on the IIBs with contacts and exchanges with the secretaries of various IIBs such as the International Hydrological Programme (IHP), the Man and the Biosphere (MAB) Programme, the Information for All Programme (IFAP), the 2003 and 2005 culture Conventions, as well as informal consultations with the representatives of two National Commissions who are members in different IIBs, namely IOC, IHP and MAB. Recently, a few additional elements have been included following the debate held at the Working Group on Governance meeting held on 27 March 2019 at UNESCO Headquarters. Based on the information on good practices collected, a selection of useful tips on how to get involved in UNESCO’s work is presented at the end of the guidebook.

Lastly, the guidebook is complemented by a number of annexes which provide additional information on the IIBs, and a survey to be filled in online.

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6 See Appendix 3 in document 39 C/70.
1. UNESCO at a glance

UNESCO has a unique role to play in strengthening the foundations of lasting peace and equitable and sustainable development. Advancing cooperation in education, the sciences, culture, communication and information is of strategic importance at a time when societies across the world face the rising pressures of change and the international community faces new challenges.

1.1 UNESCO’s mandate

UNESCO stands for United Nations Educational, Scientific and Cultural Organization. UNESCO’s Constitution declares that “since wars begin in the minds of men [and women], it is in the minds of men that the defences of peace must be constructed.” This is why, building peace and sustainable development through international cooperation in education, the sciences, culture, information and communication is at the core of UNESCO’s mandate.

1.2 UNESCO’s functions

According to its Medium-term Strategy for 2014-2021, UNESCO has five core functions:

1. Serving as a laboratory of ideas and generating innovative proposals and policy advice in its fields of competence;

2. Developing and reinforcing the global agenda in its fields of competence through policy analysis, monitoring and benchmarking;

3. Setting norms and standards in its fields of competence and supporting and monitoring their implementation;

4. Strengthening international and regional cooperation in its fields of competence, and fostering alliances, intellectual cooperation, knowledge-sharing and operational partnerships;

5. Providing advice for policy development and implementation, and developing institutional and human capacities.
1.3 UNESCO’s Governing Bodies

The two principal governing bodies of the Organization are the General Conference and the Executive Board.

The General Conference comprises the representatives of UNESCO’s 193 Member States. It is convened once every two years. Its attendance is not limited to Member States, but includes also 11 Associate Members, observers from non-Member States, as well as intergovernmental and non-governmental organizations. The General Conference defines the policies and the main lines of work of UNESCO. It also decides on the programme and budget of the Organization.

The Executive Board is constituted by fifty-eight members, who are elected by the General Conference for a duration of four years. The different regions of the world are represented in a balanced manner. The Executive Board meets twice a year in spring and autumn. It prepares the work of the General Conference and sees that UNESCO’s programme, budget and the decisions of the General Conference are carried out properly.

Members of UNESCO’s International and Intergovernmental bodies are elected by the respective bodies during the General Conference. Information on the functioning of UNESCO’s Governing bodies is available here.

The members of UNESCO’s International and Intergovernmental bodies are elected by the respective bodies during the General Conference.

1.4 The UNESCO “family”

Apart from its headquarters in Paris, France, UNESCO implements its work also through its Field Offices and nine Category 1 Institutes and Centre.

Moreover, the Organization implements its mission through the so called “UNESCO family” or “UNESCO universe”, which includes UNESCO National Commissions, UNESCO Chairs and University Networks, Category 2 Centres and Institutes under the auspices of UNESCO, International Networks, and Non-Governmental Organizations which have official relations with UNESCO or are accredited to one of its Conventions.

UNESCO also relies on a comprehensive and diverse set of collaborative relations and partnerships, including with the private sector, foundations and other international organizations as well as with development banks, to deliver its mandate.

Such collaboration, including through the work of the Intergovernmental and International Bodies, take a variety of forms, comprising partnerships on the implementation of UNESCO’s programme, resource mobilization, provision of specialized advice to the Organization and the wider development community, development of standards and policies, as well as advocacy in the areas of UNESCO’s mandate.
2. UNESCO’s International and Intergovernmental Bodies

There are 34 International and Intergovernmental Bodies in UNESCO, including intergovernmental councils and committees, organs of conventions, international funds, international programmes and international expert bodies, and category 1 institutes and centre (see chart). UNESCO’s International and Intergovernmental bodies are all directly linked to the Organization through their respective secretariats. However, the degree of autonomy of each IIB varies.

All of UNESCO’s International and Intergovernmental Bodies have their distinct membership, mandates, rules and procedures. The good practice examples and useful tips in this guide need to be read in conjunction with their respective rules and procedures.

What all International and Intergovernmental Bodies have in common is their contribution to the implementation of UNESCO’s mission and goals. As such they have an active role to play in the elaboration and implementation of UNESCO’s overall strategy and programme. Some of them have the obligation to report to UNESCO’s Governing bodies, the Executive Board and the General Conference, while others do not.

Countries may have different approaches on how to contribute to the work of International and Intergovernmental bodies. Permanent Delegations to UNESCO may guide the members of IIBs from their country to define the national position with regard to specific topics. Countries may also discuss more widely with experts and relevant institutions in their country before a meeting of the members of the IIBs. It is also noteworthy that many International and Intergovernmental Bodies are organized by regional groups, and their members are elected by geographical distribution. Regional groups may consult among their members prior to the meetings in order to find a common position.

Several International and Intergovernmental bodies have national committees in different countries. They work in close collaboration with the respective National Commissions for UNESCO.
3. UNESCO’s key strategic and programmatic frameworks

3.1 Medium-Term Strategy (C/4) and Programme and Budget (C/5)

The work of UNESCO is guided by two key strategic and programmatic frameworks: the Medium-Term Strategy and the Programme and Budget.

The Medium-Term Strategy – also referred to as “the C/4” – sets out the strategic vision and programme priority orientations for UNESCO’s work in education, the sciences, culture, communication and information, at the global, regional and country levels, for eight years. The current Medium-Term Strategy [37 C/4] has been defined for 2014 – 2021 and was adopted at the 37th UNESCO General Conference. The 37 C/4 was elaborated in accordance with the following principles:

+ Increasing UNESCO’s focus;
+ Positioning UNESCO closer to the Field;
+ Strengthening UNESCO’s participation in the United Nations system; and
+ Developing and strengthening UNESCO’s partnerships.

As a specialized agency of the United Nations, UNESCO – pursuant to its Constitution – contributes to the building of peace, the eradication of poverty, and sustainable development and intercultural dialogue through education, the sciences, culture, communication and information.”

Africa and gender equality are the two global priorities of UNESCO for 2014-2021, while special attention is given to Small Islands and Developing Countries (SIDS), Least Developed Countries (LDCs) as well as youth as a cross-cutting issues. The Medium-Term Strategy is structured around the following two Overarching Objectives:

1. Peace – contributing to lasting peace; and
2. Equitable and sustainable development – contributing to sustainable development and the eradication of poverty.

These two Overarching Objectives are translated into nine Strategic Objectives.
Working with UNESCO – Guidebook for Members of UNESCO’s International and Intergovernmental Bodies

The Organization’s Programme and Budget – also referred to as “the C/5” – is defined for a programme cycle of four years, while the budget is prepared and adopted for two years. The current Programme for 2018 – 2021 is contained in document 39 C/5. The Programme translates the Strategic Objectives and medium-term policy direction of the 37 C/4 into concrete programmatic actions and specific expected results. It defines for each Major Programme, Programme-related and Corporate Services, objectives, implementation strategies including delivery modalities, expected results, performance indicators and targets as well as budgetary allocations.

UNESCO’s Programme and Budget applies the principles of Results-Based Management (RBM) and Result-Based Budgeting (RBB). The budget is built in an integrated budget framework (see Section 3.2).
3. UNESCO’s key strategic and programmatic frameworks

Apart from the Medium-Term Strategy and Programme and Budget, UNESCO bases its work on the following complementary strategic documents, in accordance with its priorities:

- **Operational strategy for Priority Africa (2014-2021)**; and
- **Priority Gender Equality Action Plan (2014-2021)**.

And, in addition, in line with the following cross-cutting priority areas:

- **Operational Strategy on Youth (2014-2021)**;
- **Small Island Developing States (SIDS) Action Plan and Implementation Strategy (2016-2021)**

3.2 UNESCO’s integrated budget approach

UNESCO applies the Integrated Budget Framework (IBF) approach when preparing its biennial budget. The IBF provides a comprehensive overview of the resources needed during a biennium in order to implement the Programme of the Organization and to achieve the expected results that Member States have agreed upon. It includes the regular budget (assessed contributions) and all other sources of funds already committed or anticipated. It enables Member States to evaluate the funding gap. The funding gap corresponds to the funds still planned to be raised. The IBF currently includes the regular budget, voluntary contributions, revenue generating funds and finally the funds planned to be raised (funding gap).

For the biennium 2018 – 2019, the total IBF amounts to US$1.2 billion, of which regular budget amounts to $518 Million and the “funding gap” estimated at $339 million (see 39 C/5 Approved).

3.3 Budget allocation and mobilization of extrabudgetary resources

The budget is allocated to UNESCO’s programmes, including UNESCO’s International and Intergovernmental Programmes, according to the priorities defined in UNESCO’s programme (C/5).

The budget is generally available in January of the first year of a new biennium.

In addition to allocations from the regular programme budget, some International and Intergovernmental Programmes have established “Special Accounts”. These are generally multi-donor accounts whereby contributions received are pooled and expenditures incurred in relation with the purpose of such account and as defined in the specific Financial Regulations of the account. In general the Governing Body of the International and Intergovernmental Programme has authority over the appropriation of the resources under this Special Account and the Director-General of UNESCO manages and administers the funds of the Special Account in accordance with the directives provided by the Governing Body and the present Financial Regulations. You can find more information here.

The Culture Conventions have also associated Special Accounts that are managed by the Secretariat in consultation with donors, and for which no approval from the Convention’s organs is needed before funds are directed to activities.
4. UNESCO within the wider United Nations System

UNESCO is a specialized agency of the United Nations (UN). As such, it has its own governing bodies and programme and budget. At the same time, it contributes to global UN development frameworks and the work of the wider UN System. UNESCO’s added value, which lies mainly in its unique multidisciplinary mandate and expertise in more than five fields — education, natural sciences, oceans, social and human sciences, culture, communication and information — enables it to play a strong strategic role as a UN agency capable of responding adequately to the complex challenges of today’s world.

Since December 2017, a path for a new United Nations reform initiative has been charted with the presentation of several milestone reports by the United Nations Secretary-General António Guterres. This reform initiative is to a large part aimed at making the United Nations system fit to respond to the requirements of the 2030 Agenda for Sustainable Development, adopted by Member States at the end of 2015.

To advance UNESCO’s strategic interest within the United Nations system-wide reform efforts, the Director-General initiated a strategic transformation process aimed at consolidating UNESCO’s position as a strong and credible Organization appropriately equipped to effectively deliver on the 2030 Agenda in its areas of expertise, while continuing to contribute to a more integrated United Nations development system.

For the first time, UNESCO has also been evaluated by the Multilateral Organization Performance Assessment Network (MOPAN), an independent body of 18 countries that assesses the effectiveness of UN agencies. The MOPAN results highlighted a «clear strategic vision», reaffirmed the «central role of UNESCO in achieving the Sustainable Development Goals», particularly with regard to education, and underlined the «rare» expertise of the Organization in its fields of competence and its degree of authority «which allows it to influence governments around the world.”

4.1 UNESCO and the 2030 Agenda for Sustainable Development

The key global development framework is the 2030 Agenda for Sustainable Development. It is “a plan of action for people, planet and prosperity” seeking to strengthen universal peace, which includes 17 Sustainable Development Goals, commonly referred to as the “SDGs”. It was elaborated through a highly consultative process, involving governments, the entire UN system, civil society, the private sector, experts and millions of people. It is an intergovernmental agreement, which was adopted by the UN Member States in New York in September 2015.

The 2030 Agenda puts a premium on national ownership and on assistance at the country-level. It is a universal agenda, which addresses all countries no matter their stage of development. Its 17 SDGs are integrated and indivisible, which calls for greater integration, enhanced partnerships and innovative solutions breaking the silos of traditional sectors. It puts forward the principle of “Leaving No One Behind”, which requires addressing the specific needs of people in vulnerable situations, and supporting their empowerment and participation in the decision-making that affects their lives.

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7 The MOPAN assessment of UNESCO covers the period 2016 to mid-2018. You can find the full report here.
8 Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Korea, Luxembourg, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States, and two partners: New Zealand and the United Arab Emirates.
The 2030 Agenda is based on a revitalized global partnership for sustainable development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable. It is committed to a strong follow-up and review process based on quality data.

The SDGs on education, gender equality, water, innovation, cities, climate, oceans, biodiversity and peace are of direct relevance to UNESCO’s mandate. These nine SDGs are directly linked to the SDGs on poverty eradication, reducing inequalities and partnerships.

UNESCO contributes to achieving the SDGs, particularly through normative action; the provision of upstream policy advice and related capacity building; leading and/ or co-leading multi-stakeholder partnerships; and providing support to data monitoring and reporting.

The 39 C/5 ensures a coherent contribution of UNESCO to the 2030 Agenda and is designed to enable UNESCO to support Member States towards the implementation of the 17 SDGs, including by mainstreaming youth, LDCs, SIDS and marginalized groups into UNESCO’s programmes, with gender equality and Africa as global priorities.

4.2 UNESCO’s participation in the United Nations system

UNESCO is part of the wider UN family. The Director-General of UNESCO is a member of the Chief Executives Board (CEB), in which the executive heads of UN organizations discuss current policy issues and identify major opportunities and challenges for the system. UNESCO moreover takes part in the UN High-Level Committee on Management (HLCM), High-Level Committee on Programmes (HLCP) and the United Nations Sustainable Development Group (UNSDG). The UNESCO Field Offices participate in the United Nations Country Teams. The main aim of these country teams is for the different UN agencies to plan and work together in one country. The strategy and programme of UNESCO is aligned with the UN Quadrennial Comprehensive Policy Review (QCPR). UNESCO is committed to an active participation in, and coordination with UN mechanisms, also in the spirit of the UN reform and system-wide coherence. The Organization is leading inter-agency work in its areas of competence and is dedicated to the development of multi-stakeholder coalitions and partnerships in all its domains.
5. Contributing to UNESCO’s work: Examples of good practices

As already noted, the work of International and Intergovernmental Bodies is an integral part of UNESCO’s action, contributing to the delivery of UNESCO’s programme. Each International and Intergovernmental Body has an important role to play by contributing to the elaboration and implementation of UNESCO’s Medium-Term Strategy and Programme and Budget, to contribute to the achievement of its results, and make its work visible by reporting on programme implementation and dissemination of results.

In this respect, the open-ended Working Group of Member States on Governance, procedures and methods of work of the Governing Bodies of the Organization made the following recommendations [39 C/Resolution 87]:

1. All International and Intergovernmental Bodies should have the opportunity to submit formal inputs to the draft Medium-Term Strategy C/4 and the draft Programme and Budget C/5 documents of UNESCO (Recommendation 74).

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

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 (Recommendation 75).

In addressing these recommendations, this chapter introduces the preparation and implementation process of the C/4 and C/5 documents, as well as the monitoring and reporting on programme implementation processes at UNESCO. It also includes some selected case studies of good practices by UNESCO’s International and Intergovernmental Bodies in this regard. Some useful tips are also underlined.

5.1 Preparation and implementation of the UNESCO’s Medium-Term Strategy (C/4) and the Programme and Budget (C/5)

The preparation of UNESCO’s Medium-Term Strategy (C/4) and the Programme and Budget (C/5) is a highly consultative process involving Member States, Non-Governmental Organizations (NGOs) and Intergovernmental Organizations (IGOs), in accordance with a roadmap and a calendar adopted by the General Conference. The process applied for the preparation of the future Medium-Term Strategy for 2022-2029 (41 C/4) and the Programme and budget for 2022-2025 (41 C/5) is as follows:

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9 UNESCO’s International and Intergovernmental Bodies have different legal statutes. Therefore, what works best has to be seen in the context of each body.
Step 0: Preparatory Work
May - November
- Consultations and exchanges with the governing bodies;
- Executive Board recommendations and subsequent General Conference Decision on the Roadmap and general strategic directions for the future C/4 and C/5.

Step 1: Director-General’s Consultations
January - June
- The Strategic Results Report is presented to the Spring session of the Executive Board to feed into the reflection on the future Strategy and Programme;
- The Director-General launches consultations with Member States and Associate members, IGOs and NGOs, at national, regional and global levels. [These consultations take place once every quadrennium for the C/5, and every 8 years for the C/4];
- The outcomes of the consultations inform the Director-General’s Preliminary Proposals for documents C/4 and C/5, which are presented, along with the reports of the consultations, to the Executive Board at its next autumn session.

Step 2: Executive Board session
Autumn
- The Executive Board examines the Director-General’s Preliminary Proposals on C/4 and C/5 and adopts a decision providing a framework as well as strategic policy directions to the Director-General for the formulation of the draft documents C/4 and C/5.

Step 3: Executive Board
Spring
- The complete draft documents C/4 and C/5 are submitted to the Executive Board for consideration and recommendations to the General Conference (document C/6).

Step 4: Consultations of Member States (on Draft C/5)
Summer
- The complete draft documents C/4 and C/5, as well as document C/6 containing the Executive Board recommendations, are dispatched to all Member States at least three months before the opening of the General Conference. Member States are invited to submit their proposed amendments [modification, deletion or addition] to the texts of the existing resolutions contained in Volume 1 of the C/5 in accordance with Rule 79 of the General Conference.

Step 5: Executive Board session
Autumn
- The Executive Board continues the examination of the Draft C/4 and C/5, and adopts its decision with further observations and recommendations thereon (document C/6 Addendum).

Step 6: General Conference session
- The General Conference considers the draft C/4 and C/5 documents in light of the recommendations submitted by the Executive Board C/6 and Addendum), taking into account also the amendments submitted by Member States, and adopts the C/4 and C/5.

END OF CONSULTATIONS

Step 7: New biennium: Implementation
January
- The Secretariat issues the Approved C/4 and C/5;
- Launch of the implementation of the C/4 and C/5.
5.2 Good practices on contributing to the UNESCO’s Medium-Term Strategy (C/4) and the Programme and Budget (C/5) and aligning work to development frameworks

In order to ensure full coherence with and increased impact of UNESCO’s programmes, the International and Intergovernmental Bodies have an important role to play in the elaboration and implementation of the C/4 and C/5. These strategic and programmatic frameworks are embedded within larger global development frameworks, such as the 2030 Agenda for Sustainable Development.

The following examples of current “good” practices illustrate how UNESCO’s International and Intergovernmental Bodies can successfully contribute to the elaboration and implementation of UNESCO’s Strategy and Programme and Budget.

**Good practice 1:**
**Providing formal inputs to the C/4 and C/5**

A number of International and Intergovernmental Bodies contribute to the preparation of UNESCO’s C/4 and C/5 by providing relevant inputs to the consolidated proposals of the programme Sector. Several examples are presented below.

The duration of the Strategic Plan VIII [2014-2021] of the **International Hydrological Programme (IHP)** is synchronized with UNESCO’s Medium-Term Strategy. The planning for the IHP Strategic Plan IX 2022-2029 has started in 2018. It includes two cycles: (1) The first draft is based on the priorities expressed by Member States. After consultation with Member States at the IHP Council, this draft is formally shared with all Member States, relevant NGOs and intergovernmental organizations. (2) Written feedback is then incorporated and the second draft presented a second time at the IHP Council. Comments received during this Council session are then incorporated and the Strategic Plan finalized. A summary of the new Plan is then transmitted to the Director-General of UNESCO. The work on the new Plan will be finalized by 2020, thereby contributing to agenda-setting and informing the next C/4. The IHP Strategic Plan includes focal areas and objectives, which provide enough detail to inform the C/5.

The **Intergovernmental Oceanographic Commission (IOC)** engages in a priority setting
exercise before the adoption of the C/5. The IOC Assembly provides several guiding principles according to which the IOC Secretariat prioritizes its interventions. The proposal by the Secretariat is subsequently examined by the IOC Assembly. As the IOC Assembly meets in the same year as the General Conference, the approval of the Preliminary proposals are delegated to the IOC Executive Council that meets every year. The input to the 2018–2021 Programme and Budget [39 C/5], for example, had the following time-line: in 2016, the IOC Executive Council was delegated with the review and endorsement of the preliminary proposals for 2018-2021. It examined the Secretariat’s proposed approach to the preparation of the Draft 39 C/5, building on the analysis contained in the Strategic Results Report provided to the UNESCO Executive Board at its 199th session [April 2016] and on the main guiding principles emerging from the discussions of the IOC Governing Bodies on the financial situation of the Commission. The IOC Executive Council then adopted a resolution that allowed the Secretariat to prepare a fully developed Draft Programme and Budget for 2018–2021 (Draft 39C/5). This more detailed proposal was presented to the IOC Assembly in 2017 for adoption by resolution. The IOC has already initiated the intersessional discussions on the Draft Mid-Term Strategy 2022-2029. The Assembly in 2021 will meet to approve the final version that will then be presented to the UNESCO General Conference at its 41st session.

Good practice 2:
National Consultations with experts on C/4 and C/5

Many International and Intergovernmental Bodies work with national experts and some have national committees. National experts and committees have unique knowledge in their area of expertise, which can enrich the elaboration of C/4 and C/5. The national experts are well positioned to reflect the external environment, major trends and challenges and identify opportunities and threats to the work of UNESCO in the elaboration of C/4 and C/5.

Good practice 3:
Aligning the work of the IIBs to the C/4 and C/5

Once adopted, the C/4 and C/5 should be disseminated to the members of the International and Intergovernmental Bodies and translated into the work of the Bodies.

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The 2003 Convention for the Safeguarding of Intangible Cultural Heritage presents the C/4 and C/5 to its Committee and General Assembly and explains how it is in line with the decisions and resolutions adopted.

The programme, expected results and biennial integrated budget of the UNESCO Institute for Lifelong Learning (UIL) are presented in the biannual UIL Resolution in the C/5, and adopted by the General Conference. These are reflected in all UIL programme planning, evaluation and reporting Governing Board documents. UIL’s programme is fully aligned to the Education Sector’s programme and contributes to the relevant expected results. The Chair of the UIL Governing Board attends the biennial UNESCO General Conference meetings in the Education Commission, and the Director of the Institute is member of the leadership team of the Education Sector.  

After each Conference of Parties (on odd years), the Committee of the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions adopts a work plan. This work plan sets out the priorities, as well as the various activities planned, and includes an estimated timeline based on the financial and human resources of the programme according to the C/5 and the extra-budgetary funds available.

The Intergovernmental Oceanographic Commission (IOC) Medium-Term Strategy is set in the context of UNESCO’s C/4 document, and its programme and budget is set in the context of UNESCO’s C/5 document. The institutional and programmatic positioning of the IOC within UNESCO and its strategic documents have always been carefully examined in the context of the “Future of IOC” self-assessment mechanism, now renamed “IOC and the Future of the Ocean”. The IOC Medium-Term Strategy is seen as a living document, which is regularly updated through its Governing Bodies’ resolutions.

Good practice 4: Integrating the 2030 Agenda and other development frameworks into the strategy and programmes of IIBs

UNESCO’s International and Intergovernmental Bodies make important contributions to global development frameworks and gear their work towards this end, as illustrated by the examples below.

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11 All other UNESCO category 1 institutes and centre follow the same pattern in terms of programme alignment, monitoring and reporting, and participation in the decision-making of the programme Sector.
The International Hydrological Programme (IHP) has created the IHP Fund for its contribution to the Implementation of SDG 6 on Water, which is administered through a Special Account. The purpose of this Fund is to enable IHP to receive financial support to take actions, at the request of the Member States, to build their institutional and human capacities and a sound basis in science capacity for the monitoring and implementation of SDG 6 targets and those of other water related targets. The activities to be undertaken within the framework of the Fund are based on a results framework, which translates the targets under SDG 6 into outputs and outcomes and links them to IHP activities within the framework of its eighth phase (strategy), IHP-VIII.

The Intergovernmental Oceanographic Commission (IOC) has a self-assessment mechanism "IOC and the Future of the Ocean". This mechanism regularly reviews the IOC 2014-2021 Medium-Term Strategy. It has ensured that the Medium-Term Strategy is contributing to global development frameworks such as the 2030 Agenda and the SDGs, the SAMOA Pathway, the Sendai Framework for Disaster Risk Reduction and the Paris Agreement. Through the latest update by the IOC Executive Council in July 2018, it also reflects the Commission’s coordinating role in the preparation of the Implementation Plan for the UN Decade of Ocean Science for Sustainable Development (2021-2030).

The Management of Social Transformations (MOST) Programme has adopted a Comprehensive Strategy for 2016-2021, which includes actions to "strengthen cooperation with the UN Secretariat and other specialized agencies and programmes of the UN system to design and conduct joint activities which may enhance the contribution of MOST in the context of making the UN ‘fit for purpose’, with a view to the implementation of the 2030 Agenda for Sustainable Development". It has altogether four strategic Action Areas contributing to implement the social pillar of Agenda 2030, identifying each relevant Sustainable Development Goal and how MOST will contribute towards achieving the Goal.

The World Heritage Committee welcomed the adoption of the Policy Document for the integration of a sustainable development perspective into the processes of the World Heritage Convention (WH-SDP) by the 20th General Assembly of States Parties in 2015. An agenda item concerning World Heritage and Sustainable Development will be discussed at future sessions of the Committee. The World Heritage Centre endeavours to mainstream sustainable development in all its activities, as appropriate, including in the statutory processes, in operational projects and capacity-building activities. More specifically, the revised Periodic Reporting Format has taken fully on board the principles of the WH-SDP and the 2030 Agenda.

The Meeting of States Parties of the 2001 Underwater Cultural Heritage Convention adopted in 2017 a Ratification and Implementation Strategy, after considering the 2030 Agenda during a special event. Its Secretariat has promoted the Convention in the SAMOA Pathway elaboration and in the 2017 UN Conference on Oceans focusing on SDG 14. It also cooperates with all UN Agencies through the UN Ocean Network in order to adopt a coherent common approach on Agenda 2030.

Since December 2017, the Committee’s work plan of the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions has included the performance indicators and targets set out in the 39 C/5, and indicates the way its work contributes to the implementation of the 2030
Agenda and its relevant Sustainable Development Goals (SDGs).

The Information for All Programme (IFAP) has adopted a Strategic Plan for 2017-2021 that provides a framework for international co-operation and partnerships in “building information and knowledge societies for all”. It has been aligned with the Sustainable Development Goals and WSIS+10 Outcomes. It has altogether six strategic objectives and is identifying possible future activities.

As a tool for aligning international and national policy in the fields of physical education, physical activity and sport with the United Nations 2030 Agenda, the Kazan Action Plan of the 2005 Convention against Doping in Sports addresses the needs and objectives identified in the UN Action Plan on Sport for Development and Peace (SDP). The policy objective of ‘protecting the integrity in sport’ provides a direct link to the SDGs, especially to SDG 16 on Peace, Justice and Strong Institutions.

5.3 Monitoring and Reporting

UNESCO’s Programme is mainly financed through public funds, complemented by resources from the private sector partners. As such, the Organization is accountable to its Member States and other donors, and applies the principle of transparency.

Accountability can be defined as the responsibility to show that activities have been carried out in accordance with rules, regulations and standards as agreed and to report impartially and truthfully on results achieved against expected results, plans and strategies.

Transparency involves the provision of information on the state of activities of the organization as well as decisions taken on strategic issues, which is reliable, timely, accessible, visible and easy to understand.

Being committed to accountability and transparency, UNESCO participates in the International Aid Transparency Initiative (IATI). Its actions are also visible on the UNESCO’s Transparency Portal.

Monitoring and reporting are at the core of accountability and transparency, principles, which also apply to the work of UNESCO’s International and Intergovernmental Bodies.

In general, reports are submitted both to the General Conference and to the Executive Board.

Reporting to the UNESCO’s Governing bodies. In accordance with 38 C/Resolution 99, the Director-General reports on the implementation of the programme and budget of the Organization in the C/3 document.

Some of UNESCO’s International and Intergovernmental Bodies submit every two years their biennial “Statutory reports” to UNESCO’s General Conference. The latest statutory reports are available here: 39 C/REP.

The Director-General’s reports to the Executive Board on the implementation of the Organization’s Programme and Budget are submitted annually and presented in the “EX/4” document. The process and calendar, which have been set by UNESCO governing bodies [38 C/Resolution 99] include the following reports types and follows the timetable shown below:

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tr>
<td>Spring</td>
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<td>Spring</td>
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<tr>
<td>40th session General Conference</td>
<td>Preliminary proposals on 41 C/4 and 41 C/5</td>
<td>Draft 41 C/4 and 41 C/5</td>
<td>41st session General Conference</td>
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Reports and information on programme and budget implementation available online on the Transparency Portal and updated every six months.
5. Contributing to UNESCO’s work: Examples of good practices

- **A Programme Implementation Report (PIR)** for every spring session of the Executive Board. It contains reporting information on the programme implementation in terms of output delivery over the previous year[s]. See for example: 206 EX/4 Part I.

- **An Analytical Programme Implementation Report (APIR)** for the spring session of the Executive Board of the first year of each quadrennium. It contains analytical reporting information including trends, aggregated information per sector and per region, covering the preceding quadrennium. See for example: 204 EX/4.1

- **A Strategic Results Report (SRR)** for the third spring session of each quadrennium. The report informs both the consultations with Member States on the future C/5 and the presentation of the Preliminary Proposals, six months later. The SRR takes into account the long-term nature of many of UNESCO’s Expected Results and captures UNESCO’s contribution to change over longer periods. The report is therefore not linked to only the current programme but also to the years before. See for example: 199 EX/4 Part I (B)

### Good practice 5: Using reporting effectively

Programme Sectors generally include reporting on the work of the International and Intergovernmental Bodies in their reports to the UNESCO Executive Board and all International and Intergovernmental Bodies provide a statutory report to the General Conference. At times this report is submitted via the Executive Board and at times it corresponds to the report of the Secretariat to the organs of its International or Intergovernmental Body.

**The Intergovernmental Oceanographic Commission (IOC)** submits a concise statutory report to the General Conference, clearly prioritizing achievements and focusing on substance achievements. This report, and any other IOC-related matters were examined in the IOC segment of the Science Commission of the 39th UNESCO General Conference.

The **World Heritage Committee** presents a report on its main activities and decisions at each session of the General Conference of UNESCO, following a format that reflects the Expected Result as defined in the C/5 Programme and Budget. This report is also presented to the General Assembly of States Parties of the 1972 Convention. Beyond this reporting system, substantive dialogue is being ensured through information meetings for all States Parties to the 1972 Convention at the time of the preparation of the sessions of the World Heritage Committee. These meetings include points of information on relevant subjects.

At the **Science Commission** of the 39th UNESCO General Conference, the chairs of the International and Intergovernmental Bodies of the Science Sector presented briefly the main results of their work in a joint oral statement.

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5.4 Good practices on monitoring, reporting, feedback and exchange

As already noted, monitoring and reporting are not only essential in terms of accountability and transparency, but quality reports are also useful for greater transparency and exchange with Member States as well as for raising the visibility of the work of the International and Intergovernmental Body.

The following examples demonstrate good practices with a view to simplify and improve the reporting on, and dissemination of results of International and Intergovernmental Bodies.

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The chairs of the International Programme for the Development of Communication (IPDC) and the Information for All Programme (IFAP) have been given the floor during the Information and Communications Commission of the General Conference, when their programmes were discussed.

The International Hydrological Programme (IHP) makes all its reports available online and distributes them to focal points from other UN entities. This increases visibility, transparency and offers avenues for possible synergies with the work of other UN entities.

The 2003 Convention for the Safeguarding of the Intangible Cultural Heritage has a monitoring framework. For each of the overarching goals of the Convention, the framework defines key expected results, areas of monitoring, indicators as well as means of verification. It is designed in a manner that it can evolve over time. The monitoring framework had an impact on the global and national implementation of the Convention. It is used as a cultural policy-making tool in several countries. It has been the basis for the drafting of Tanzania’s new National Arts Policy, for example. It has also helped to raise awareness on the Convention. Moreover, the monitoring framework helped better inform the formulation of the Culture Sector programme in the C/5, in particular the relevant expected results and related performance indicators.

The General Assembly of the 2003 Convention for the Safeguarding of Intangible Cultural Heritage adopted in 2018 an overall results framework. The overall results framework is an ambitious tool to measure the impact of the 2003 Convention at various levels through clearly identified objectives, indicators and benchmarks, as well as by means of a results-oriented monitoring system. The process of adopting the results framework has included intensive consultations through an open-ended intergovernmental working group and information and exchange sessions.13

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Good practice 6: Developing robust Results frameworks

The 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions has a monitoring framework. For each of the overarching goals of the Convention, the framework defines key expected results, areas of monitoring, indicators as well as means of verification. It is designed in a manner that it can evolve over time. The monitoring framework had an impact on the global and national implementation of the Convention. It is used as a cultural policy-making tool in several countries. It has been the basis for the drafting of Tanzania’s new National Arts Policy, for example. It has also helped to raise awareness on the Convention. Moreover, the monitoring framework helped better inform the formulation of the Culture Sector programme in the C/5, in particular the relevant expected results and related performance indicators.

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Thanks to its analytical framework, the periodic reporting exercise – one of the core conservation monitoring mechanisms of the World Heritage Convention – allows for a result-based evaluation of the application of the Convention by States Parties. An overview of the results of activities undertaken by the World Heritage Centre and the results achieved in implementing the decisions and strategic objectives of the World Heritage Committee is presented every year in a Results-based report.

The Man and the Biosphere (MAB) Programme Strategy (2015-2025) and the associated Lima Action Plan (LAP) (2016-2025) constitute the roadmap that the International Coordinating Council of the Man and the Biosphere (MAB) Programme has developed. The implementation of LAP is now a shared responsibility among several key stakeholder groups, all well defined in the LAP together with outcomes, outputs and performance indicators. A mid-term LAP implementation evaluation will be undertaken in 2020.

Good practice 7: Creating Feedback Loops with Member States

Informal information meetings and feedback mechanisms can allow for a regular, more substantive dialogue and exchange between Member States and the International and Intergovernmental Bodies, beyond the biennial statutory reporting to the General Conference.

The Intergovernmental Oceanographic Commission (IOC) organizes regular Information Meetings with Permanent Delegations of Member States to UNESCO. The IOC Secretariat reports on its work during these meetings, using a simple power point presentation, to be followed by a questions and answers session with Member States. The IOC also uses these meetings to provide information about new development frameworks or initiatives such as the United Nations Decade of Ocean Science for Sustainable Development (2021-2030).

The Man and the Biosphere (MAB) Programme has set up an International Support Group (ISG), chaired by a Delegation, and open to the participation of all Member States who have their Delegations at UNESCO Headquarters, to advise the MAB Secretariat on the implementation of the Lima Action Plan (MAP) and other relevant aspects of the MAB Programme. This group meets regularly once or twice per year and the MAB Secretariat provides first-hand information to the Member States.

The Secretariat to the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions has been relying on a Satisfaction Surveys since 2013 in order to assess the organization of statutory meetings of the governing bodies of the Convention and to contribute to increasing the efficiency of future meetings. Parties to the Convention, observers, intergovernmental organizations and NGOs can take the survey. The standard survey, available in French and in English, contains 12 questions relating to the preparation and organization of the session. Respondents are asked to rate the Secretariat’s services and to provide comments and suggestions. The responses are submitted by the participants through an online form and respondents are not requested to identify themselves by name or country/organization. The results of the questionnaire are subsequently analysed by the Secretariat of the Convention. You can find the results of the latest satisfaction survey here.
The Meeting of States Parties of the 2001 Underwater Cultural Heritage Convention is preceded at each session by an Exchange Day, in which State delegations have the possibility to discuss relevant issues of the implementation of the Convention.

Twice a year, the World Heritage Centre (WHC) organizes an Information and Orientation session for Committee members to support Member States for better preparation for the forthcoming sessions of the Committee and to provide them with a better understanding of major statutory processes. These sessions are followed by question and answer sessions.

In the same vein, the UNESCO Institute for Lifelong Learning (UIL) organized a first information meeting for Permanent Delegations on 26 March 2019. The Institute will organise similar meetings on a regular basis. These meetings aim to provide insight into UIL’s current and future activities and provide an opportunity for UNESCO Member States to give direct feedback to the Institute.

Good practice 8:
Dialogue, exchange and synergies between International and Intergovernmental Bodies

Exchanging success stories and lessons learnt on working methods is fundamental to create dialogue between the International and Intergovernmental Bodies and sharing-knowledge on good governance.

The International Hydrological Programme (IHP) invites the Secretaries of other International and Intergovernmental Bodies to participate in the meetings of the IHP Council.

Similarly, the Man and the Biosphere Programme (MAB) invites the Secretaries of International and Intergovernmental Bodies linked to biodiversity, natural resources and environment as well as NGO’s to participate in the meetings of the MAB Council.

The World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) invites the Presidents of UNESCO’s five intergovernmental scientific programs - the Intergovernmental Oceanographic Commission (IOC), the Man and the Biosphere (MAB) Programme, the Management of Social Transformations (MOST) Programme, International Geoscience Programme Council (IGCP) and the International Hydrological Programme (IHP) - as well as of the International Bioethics Committee (IBC) to participate in the work of the Commission as ex-officio members. This also creates opportunities for synergies between the International and Intergovernmental Bodies which work towards common objectives.

A Cultural Convention Liaison Group (CCLG) comprising the heads of the culture convention secretariats was established to increase coordination among conventions in 2012. The CCLG exchanges on working methods, on political, strategic or substance issues as well as future difficulties that could arise, in order to find suitable solutions. The group meets at least twice a year. It can create working groups on specific issues.

The World Heritage Centre is also sharing best practices with other conventions’ secretariats in the UN System, notably through meetings of the Liaison Group of Biodiversity-related Conventions (BLG) in the framework of efforts to reinforce synergies among the eight Biodiversity-related Conventions.

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15 https://www.cbd.int/blg/
The President of the Intergovernmental Committee for Physical Education and Sport (CIGEPS) is invited to each Conference of Parties session of the 2005 International Convention against Doping in Sports. The Conference of Parties also makes efforts to harmonize and enhance the synergies with CIGEPS.

The Information for All Programme (IFAP) is cooperating with COMEST\(^{16}\) on the Ethical Implications of Artificial Intelligence and with IPDC on the Implementation of the UNESCO Internet Universality Indicators.

The International Institute for Educational Planning (IIEP) shares regularly good governance practices with the UNESCO Institute for Statistics (UIS) and other UNESCO education Category 1 Institutes.

\(^{16}\) https://unesdoc.unesco.org/ark:/48223/pf0000366806

The UNESCO Institute for Lifelong Learning (UIL) maintains close working relations with most Institutes, and more specifically with the UIS (in relation to the work on the Global Alliance to Monitor Learning [GAML]), and with the IIEP (including joint support to specific Member States, and co-organizing an online course for education specialists and policy-makers).

The involvement of local communities and international scope of the merged International Geoscience and Geoparks Programme (IGGP) activities as well as extensive support of the International Union of Geological Sciences (IUGS) and Global Geoparks Network (GGN) are indicated as good practice in creating synergies.
6. Achieving full alignment with UNESCO’s strategic priorities: Useful tips

Based on current good practices presented in this document, it is possible to derive a few pointers or tips that IIBs members may find useful to use as guidance on how to get involved in UNESCO’s work:

Providing inputs

- International and Intergovernmental Bodies could provide their proposed input to the draft C/4 and C/5 documents, as early as possible before Step 1 of the elaboration process (see Step zero in Section 5.1). To do so, it is recommended to include an initial discussion on the future C/4 and C/5 as an agenda item of the IIB meeting organized at a suitable date that precedes the start of the outlined process. The purpose is to enable the dialogue and exchange of views among the IIB members with the programme sector’s Assistant Director-General (ADG). A synthesis summary report would then be prepared by the Secretariat and transmitted to the relevant ADG, thus providing relevant inputs and formally informing the proposals of the programme sector on the future C/4 and C/5.

- The IIBs can also contribute to the Director-General’s consultations on the preparation of the C/4 and C/5 later in the process (see Step 1 in Section 5.1). National experts, who are members of national committees of International and Intergovernmental Bodies, should be encouraged to take part in the national consultations and discussions on the survey/questionnaire dedicated to C/4 and C/5.

Promoting synergies

- When designing their strategies and action plans, experts and delegates who are members of more than one IIB are encouraged to seek collaboration and consider opportunities for achieving greater synergies between the various intergovernmental programmes, as relevant. Proposals for inter-programme and intersectoral collaboration would feed into the preparatory work on the draft C/4 and C/5 of the relevant programme sectors, hence strengthening the transversal approaches in programme design and implementation.

Ensuring alignment

- International and Intergovernmental Bodies should bring relevant new development frameworks to the attention of their members and ensure mechanisms/modalities that would enable the review and adjustments of their programmes to better align with new trends and global frameworks.

- Once the C/4 and C/5 are adopted by the General Conference, and in order to ensure full alignment with the final adopted version, the strategies and workplans of the International and Intergovernmental Bodies should be adjusted and adapted as relevant during the periodic meetings of their main governing bodies. To ensure efficiency, the meeting timetable of those bodies should be aligned with the adoption process of the C/4 and C/5.

Effective monitoring and reporting

- The IIB strategies or programmes should be based on the house-wide principles of Results-Based Management (RBM), and correspond to relevant results. The reliance on robust results framework for the programmes of the International and Intergovernmental Bodies that are aligned and fully embedded within the programme sector’s results framework
is an effective way to monitor programme performance and facilitate reporting to UNESCO’s governing bodies against the approved C/5 expected results.

- Regular monitoring and reporting should feed into the adjustments and formulation of forward-looking strategies and implementation plans.
- The preparation of the Strategic Results Report (SRR) provides a valuable opportunity for the IIBs to assess the performance of their programmes and the contribution to the Organization’s expected results, and reflect these in the Report. The SRR can help raising the visibility of the the work and contribution of International and Intergovernmental Bodies, and is a useful evidence-based report that Member States can rely on when reflecting on the future programmes of the Organization.
- Regular feedback surveys and short questionnaires could be dispatched to members of the International and Intergovernmental Bodies and observers after statutory meetings, and could include a feedback section on programme implementation and results achieved.

Communication

- Periodic information meetings can be a good tool to increase the visibility of International and Intergovernmental Bodies and can act as a flexible feedback mechanism. Information meetings have the advantage of being open to all Member States of UNESCO.
- Informal regular communication among the Secretaries of International and Intergovernmental Bodies can be a useful mechanism to exchange on good practices and lessons learnt, and discuss common challenges and issues. A liaison group could be established for this purpose and would include all Secretaries of a specific UNESCO programme sector, or it could be composed of the Secretaries of those IIBs that have natural synergies among each other in terms of their mandate.
- The IIBs’ Secretariats should facilitate orientation sessions[^17] for new members and share this guidebook to familiarize them with the Organization’s working methods and C/4 and C/5 preparation mechanisms.

Final Word

We hope that this guide was helpful to understand how UNESCO works and how you, as a member of an International and Intergovernmental Body can best contribute to its programmes and objectives.

If you wish to learn more about the good practices provided in this guide, you can get in touch directly with the Secretariat of the relevant Body. You will find a list of all IIBs and hyperlinks to their respective websites in Annex I.

Good practices continue to evolve based on a culture of self-assessment. Therefore, we encourage you to exchange on what works best with other International and Intergovernmental Bodies at UNESCO and beyond. Please help us to improve this guidebook by taking a few moments to reply to the short survey in Annex II of this guidebook.
Annex I: List of International and Intergovernmental Organs of UNESCO

(i) GOVERNING BODIES OF UNESCO

- **General Conference**
  - Headquarters Committee
- **Executive Board**

(ii) UNESCO CATEGORY 1 INSTITUTES AND CENTRE

- **UNESCO Institute for Statistics (UIS)**
  - Governing Board
  - Policy and Planning Committee
- **International Bureau of Education (IBE)**
  - Council
  - Steering Committee
- **UNESCO International Institute for Educational Planning (IIEP)**
  - Governing Board
  - Executive Committee
- **UNESCO Institute for Lifelong Learning (UIL)**
  - Governing Board
  - Standing Committee
- **UNESCO Institute for Information Technologies in Education (IITE)**
  - Governing Board
- **UNESCO International Institute for Capacity-Building in Africa (IICBA)**
  - Governing Board
  - Executive Committee

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18 Source: document 199 EX/12. Annex I. The list includes hyperlinks to the websites of each IIBs in order to facilitate contacts and exchanges between the members of their organs and members of the Secretariat.

19 The General Conference is composed of five statutory Committees (Bureau, Credentials Nominations, Legal and Headquarters) and establishes, at each of its ordinary sessions, such commissions as it deems necessary (since the 37th session, six: ED, SC, SHS, CLT, CI and APX). The Headquarters Committee is singled out on the list since it meets outside General Conference sessions and independently provides guidelines and recommendations to the Director-General. It is to be recalled too that the Legal Committee may meet whenever necessary at the initiative of the President of the General Conference or at the request of the Executive Board.
- UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)
  - Governing Board

- 'Mahatma Gandhi' Institute on Education for Peace and Sustainable Development (MGIEP)
  - Governing Board
  - Executive Committee

- Abdus Salam International Centre for Theoretical Physics (ICTP)
  - Steering Committee
  - Scientific Council

(iii) ORGANS ESTABLISHED BY INTERNATIONAL CONVENTIONS AND RELATED BODIES

- Convention against discrimination in Education (1960)
  - Consultations of States Parties on the Implementation of the Convention

- International Convention against doping in sport (2005)
  - Conference of Parties
  - Bureau
  - Approval Committee of the International Fund for the Elimination of Doping in Sport

- Convention for the Protection of Cultural Property in the event of Armed Conflict (1954)
  - Meeting of High Contracting Parties
  - Meeting of Parties to the Second Protocol (1999)
  - Committee for the Protection of Cultural Property in the Event of Armed Conflict

  - Meetings of States Parties
  - Bureau of the Meeting of the States Parties
  - Subsidiary Committee of the Meeting States Parties to the 1970 Convention
  - Bureau of the Subsidiary Committee

- Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)
  - General Assembly of the States Parties
  - World Heritage Committee
  - Bureau of the World Heritage Committee

  - Meetings of States Parties
  - Scientific and Technical Advisory Body
Annex I: List of International and Intergovernmental Organs of UNESCO

- **Convention for the Safeguarding of the Intangible Cultural Heritage (2003)**
  - General Assembly
  - Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage

- **Convention for the Protection and Promotion of the Diversity of Cultural Expressions (2005)**
  - Conference of Parties
  - Intergovernmental Committee

- **Conciliation and Good Offices Commission responsible for seeking the settlement of any disputes that may arise between States Parties to the Convention against discrimination in Education**

(iv) **INTERNATIONAL AND INTERGOVERNMENTAL PROGRAMMES AND INTERNATIONAL COMMISSIONS AND COMMITTEES ESTABLISHED BY THE GENERAL CONFERENCE**

- **Intergovernmental Oceanographic Commission (IOC)**
  - Assembly
  - Executive Council

- **International Hydrological Programme (IHP)**
  - Intergovernmental Council
  - Bureau

- **Man and the Biosphere Programme (MAB)**
  - International Coordinating Council
  - Bureau

- **International Basic Science Programme (IBSP)**
  - International Scientific Board
  - Bureau

- **International Geoscience and Geoparks Programme (IGGP)**
  - Scientific Board
  - International Geoscience Programme Bureau
  - International Geoscience Programme Council

- **Management of Social Transformations Programme (MOST)**
  - Intergovernmental Council
  - Bureau
  - Scientific Advisory Committee

- **Intergovernmental Committee for Physical Education and Sport (CIGEPS)**
  - Bureau
  - Permanent Consultative Council
- Intergovernmental Bioethics Committee (IGBC) Bureau
- International Bioethics Committee (IBC) Bureau
- World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) Bureau
- Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation (ICPRCP) Bureau
- Executive Committee for the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization in Cairo
- International Fund for the Promotion of Culture (IFPC)
- International Programme for the Development of Communication (IPDC) Intergovernmental Council Bureau
- Information for All Programme (IFAP) Intergovernmental Council Bureau
- International Advisory Committee of the Memory of the World Programme (IAC-MoW)
Annex II: SURVEY

Guidebook for Members of UNESCO’s International and Intergovernmental Bodies

(The questions are presented here below for information. Kindly respond to the survey by filling in the questionnaire online)

1. How do you rate this guidebook overall (5 being the highest)

   1 2 3 4 5

2. Was the guidebook clearly structured and easy to read?

   Yes No

   If no, please explain why:

3. Will you use the good practices in this guidebook for the work of your international and intergovernmental body?

   Yes No

   If yes, please elaborate:

4. Would you like to see any other information included in this guidebook?

   Yes No

   If yes, please specify:

5. If you have any good practice from your international and intergovernmental body you would like to see included in this guidebook, please share it here and indicate exact reference, if available:

6. Do you wish to add a comment and/or observation that could help us improve the relevance and usefulness of this guidebook?

   Yes No

   If yes, please specify: