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**World Heritage**

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**UNITED NATIONS EDUCATIONAL, SCIENTIFIC  
AND CULTURAL ORGANIZATION**

**CONVENTION CONCERNING THE PROTECTION OF  
THE WORLD CULTURAL AND NATURAL HERITAGE**

**WORLD HERITAGE COMMITTEE**

**Forty-second session**

**Manama, Bahrain  
24 June – 4 July 2018**

**Item 12 of the Provisional Agenda: Follow-up to Recommendations of Evaluations and Audits on Working Methods and outcomes of the ad-hoc Working Group**

**12B. Follow up and implementation of the recommendations of the Working Group on Governance as endorsed by the General Conference**

### **SUMMARY**

This Document presents a progress report on the follow-up and implementation of the recommendations of the working group on governance as endorsed by the General Conference, in conformity with Decision **41 COM 12B** and Resolution **39C/87** of the General Conference.

**Draft Decision: 42 COM 12B, see Point III.**

## I. BACKGROUND

1. By Resolution **38 C/ 101** adopted in 2016, the General Conference established an open-ended working group whose mandate was to review the governance, procedures and working methods of the UNESCO's International and Intergovernmental Bodies. The working group has provided a set of recommendations, along with their likely impact and financial implications, which were examined by the General Conference at its 39th session (2017).
2. The General Conference, after examination of *Document 39C/20* (see <http://unesdoc.unesco.org/images/0025/002590/259081e.pdf>) endorsed the recommendations of the open-ended working group on governance as amended in *Document 39 C/70*. These recommendations are divided into General recommendations for all international and intergovernmental bodies (Part II.B) and Specific recommendations for the UNESCO Conventions (Part II.E). (see <http://unesdoc.unesco.org/images/0026/002600/260089e.pdf>)
3. By Resolution **39 C/ 87**, the General Conference invited the Executive Board, the Director-General and the governing bodies of the different organs examined by the working group, to implement, as appropriate, the above-mentioned recommendations.

## II. PROGRESS REPORT

4. Since 2016 and following a request by the General Conference (Resolution **38 C/ 101**), an item concerning governance is examined by the governing bodies of the World Heritage Convention, i.e General Assembly of States Parties to the World Heritage Convention as well as the World Heritage Committee.
5. In this regard, the World Heritage Committee recalled by Decision **40 COM 13B**, the work already undertaken by the governing bodies of the World Heritage Convention with a view to assess and improve their working methods notably in the framework of the intersessional ad-hoc working group established in 2014, with the task to improve and streamline the working methods of the governing bodies.
6. At its 41st session in 2017, the World Heritage Committee, took note of the progress report of the ongoing work undertaken by the General Conference open-ended working group and decided to study its relevant recommendations. In this regard, it decided that an item on this matter will be examined by its 42nd session in 2018 (Decision **41 COM 12B**).
7. In conformity with Decision **41 COM 12B** and Resolution **39 C/ 87**, this Document presents in Annex the implementation status of the general recommendations of the General Conference working group for all international and intergovernmental bodies and the implementation status of the specific recommendation for the UNESCO Conventions including the implementation status of the specific recommendation for the World Heritage Convention.

### III. DRAFT DECISION

#### **Draft Decision: 42 COM 12B**

*The World Heritage Committee,*

1. *Having examined Document WHC/18/42.COM/12B,*
2. *Takes note of Resolution **39C/87**, of the recommendations of the open-ended working group established by the General Conference on governance endorsed, as amended, by the General Conference in Document **39 C/70** and of the invitation to the governing bodies of the different organs to implement, as appropriate, the above-mentioned recommendations;*
3. *Further takes note of the status of implementation of the above-mentioned recommendations as presented in Document WHC/18/42.COM/12B;*
4. *Recalls the work already undertaken with a view to assess, improve and streamline the working methods of the governing bodies of the World Heritage Convention, and notably the related Resolutions of the General Assembly **20 GA 11** and **21 GA 8** as well as Decisions **40 COM 13B** and **41 COM 12B** on this matter;*
5. *Notes with satisfaction that Sub-Group 2 of the open-ended working group of the General Conference recognized good practices and appropriate methods of work of the Secretariat of the World Heritage Convention, and that the work of the intersessional ad-hoc working group of the Committee was also recognized as a good practice;*
6. *Further recalls that reflection on issues related to working methods by the ad-hoc working group established at its 38th session (Doha, 2014) is ongoing;*
7. *Decides to pursue the reflection and efforts towards implementation of relevant recommendations for the governing bodies of the World Heritage Convention and recalls its commitment to work jointly with other concerned governing bodies towards implementation of general recommendations addressed to all international and intergovernmental bodies;*
8. *Requests the World Heritage Centre to transmit Document WHC/18/42.COM/12B and relevant outcomes of its ad-hoc working group as well as the present decision to the the General Conference open-ended working group on governance and to the 22nd session of the General Assembly of States Parties to be held in 2019.*

## ANNEX

### RECOMMENDATIONS OF THE OPEN-ENDED WORKING GROUP ON THE GOVERNANCE, PROCEDURES AND WORKING METHODS OF THE GOVERNING BODIES OF UNESCO

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

General recommendations for all international and intergovernmental bodies	Implementation status
<b><i>Efficiency (mandate, composition, structure, rules of procedure, methods of work)</i></b>	
56. IIBs are invited to update their mandates, as appropriate, including their objectives and programs to be more coherent with approved C/5 priorities and responsive to current global developments, such as the 2030 Sustainable Development Agenda and the Paris Agreement on Climate Change	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• Mandates of the World Heritage Committee and the General Assembly of States Parties are defined by the 1972 Convention (<b>Article 8 to 14 and Article 16</b>)</li> <li>• Items corresponding to relevant approved C/5 priorities have been included in the Agenda of the concerned Governing Body of the 1972 Convention.</li> <li>• By Decision <b>40 COM 5C</b>, 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” by the 20th General Assembly of States Parties in 2015. By Decision <b>41 COM 5C</b>, in 2017, the Committee decided to inscribe an agenda item concerning World Heritage and Sustainable Development at its 43rd session in 2019.</li> <li>• The issue of climate change has been on the agenda of the World Heritage Committee since 2005. To fully take into account the most recent global developments in relation to climate change, including the 2015 Paris Agreement, the Committee has requested the Secretariat to update the <i>“Policy document on the impacts of climate change on World Heritage properties”</i> adopted by the General Assembly of States Parties in 2007. The work on the update of the policy is ongoing.</li> </ul>
57. To promote diversity and inclusivity, voluntary term-limits of two consecutive mandates are recommended for IIBs which currently do not have term limitations for membership	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• <b>Rule 13.2</b> of the Rules of Procedure of the General Assembly of States Parties states that <i>“Members of the World Heritage Committee may stand again for election after a gap of 6 years after the expiry of their mandate.”</i></li> </ul>
58. As a general rule, term-limits of two consecutive mandates for membership in all Bureaus are recommended.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• <b>Rule 13.2</b> of the Rules of Procedure of the World Heritage Committee states that <i>“The Chairperson, the Vice-Chairpersons and the Rapporteur shall be eligible for immediate re-election for a second term of office.”</i></li> </ul>

<b>General recommendations for all international and intergovernmental bodies</b>	<b>Implementation status</b>
59. For cost-saving, coherence and harmonization, it is recommended that IIBs and the General Conference consider “right-sizing” the composition of the IIBs.	<p><b>NOT IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• Number of States Party’s members of the Committee, 21 members, is defined in <b>Article 8</b> of the Convention. Change of the text of the Convention would entail a revision of the Convention.</li> </ul>
60. There is a need to reduce and manage politicization of nominations and decisions.	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• The implementation of this recommendation lies with States Parties and Committee members. The matter related to politicization has been a major topic of discussion within the governing bodies of the Convention since several years. This matter was notably at the origin of the establishment, at the initiative of World Heritage Committee members, of an intersessional ad-hoc working group (Doha, 2014). The working group is, since this date, meeting regularly to discuss governance matters, including the specific question of politicization. Adjustment to processes is also discussed as one of the means which could contribute to reduce politicization.</li> </ul>
61. To enhance visibility and the effectiveness of the work of the IIBs, more effective information-dissemination is recommended through updating and enhancement of websites and outreach to all involved actors, including Member States and their National Commissions.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• All information regarding implementation of the World Heritage Convention (activities, capacity-building, statutory meetings, projects, events, etc) are uploaded on the World Heritage Centre website and on the relevant webpages dedicated to specific activities or statutory meetings.</li> <li>• The continued efforts of the Secretariat to enhance the wide dissemination of World Heritage-related information contribute to the increased visibility of strategic issues pertaining to World Heritage and facilitated the sharing of broad-spectrum information and technical knowledge with the general public and relevant stakeholders. The user-friendly World Heritage website received a very high number of visits per month which amounts to 39 percent of the total visits of the UNESCO website, thus making the site a global heritage reference.</li> <li>• Furthermore, when necessary the Secretariat also sends written communications to States Parties and to all relevant stakeholders involved in the implementation of the World Heritage Convention.</li> </ul>

<b>General recommendations for all international and intergovernmental bodies</b>	<b>Implementation status</b>
<p>62. Earlier preparation and dissemination of draft agendas and preliminary timetables, mainly by using the same template containing hyper-links to documents to be adopted/discussed in sessions.</p>	<p><b>IMPLEMENTED/TO BE IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• The Committee is adopting the Provisional Agenda of its next session at the end of each of its regular session. This draft Agenda is sent to States Parties with invitation letters according to the fixed deadline regarding the convocation of a session; i.e 8 weeks before the meeting (<b>Rule 3.2 of the Rules of Procedure</b>). Draft Agenda and Timetable are also part of working documents that are sent - according to a deadline fixed regarding transmission of the statutory documents – i.e. 6 weeks before the beginning of the meeting (<b>Rule 45 of the Rules of Procedure</b>). The same rules are applied for the General Assembly of States Parties.</li> <li>• Hyper-links to Documents, Decisions, Reports, Webpages, etc are used whenever relevant in both working and information documents for the World Heritage Committee and the General Assembly sessions.</li> <li>• Further efforts will be undertaken by the Secretariat towards implementation of this recommendation. For example, the use of direct links to Documents will be put in place within the List of Documents prepared for the session and use of QR codes could also be developed for each working and Information document based on the practice by the governing bodies of UNESCO.</li> </ul>
<p>63. The Secretariat is invited to promote a harmonized virtual working environment for all IIBs and to revisit UNESCO’s “Strategy on Knowledge Management and Information &amp; Communication Technology”. Simple, more user-friendly documentation (i.e. less fragmented reporting and easier document tracking; annotated agenda with hyper-links to reports and draft decisions).</p>	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• All efforts are undertaken in this regard notably in the preparation of statutory documentation for governing bodies.</li> <li>• This matter is also addressed during meetings of the Culture Conventions Liaison Group (CCLG) which comprise the Secretaries of the six cultural conventions and senior management of the Culture Sector.</li> <li>• See also recommendation 62.</li> </ul>
<p>64. Open-ended informal consultations on draft decisions to promote inclusive and effective decision-making.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• Whenever appropriate, informal and online consultations are facilitated by the Secretariat to promote inclusive and effective decision-making, keeping in mind that decision making lies with the respective governing bodies.</li> </ul>

General recommendations for all international and intergovernmental bodies	Implementation status
<p>65. It is recommended that the Rules of Procedure of the IIBs be amended, when relevant, to advance the deadline for submission of candidatures to their subsidiary bodies from 48 hours to seven days before elections.</p>	<p><b>NOT IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>This would entail a Revision of the Rules of Procedure of the General Assembly of States Parties, <b>Rule 13</b> which concern the procedure for the presentation of candidatures to the World Heritage Committee and which states that “<i>the list of candidatures shall be finalized 48 hours before the opening of the General Assembly</i>”. Such a revision lies with the States Parties.</li> </ul>
<p><b><i>Harmonization (role of Bureaus, transparency)</i></b></p>	
<p>66. The role, composition and procedures of Bureaus and their members should be clarified and harmonized through codification in rules of procedure/ statutes or development of general guidelines for all IIBs, in close cooperation with the Secretariat.</p>	<p><b>IMPLEMENTED/NOT IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>Role, composition and procedures of the Bureau of the World Heritage Committee are defined in the Rules of Procedure of the Committee (<b>Rules 12 to 16</b>).</li> <li>While according to its Rules of Procedure the General Assembly elects a Chairperson, one or more Vice Chairpersons and a Rapporteur (<b>Rule 3</b>), there is no definition of the role, composition and procedure of a Bureau of the General Assembly.</li> <li>The decision to amend the Rules of Procedure of the World Heritage Committee and/or the Rules of Procedure of the General Assembly lies with the States Parties..</li> </ul>
<p>67. It is suggested that Bureaus' composition be set, as much as compatible with individual IIBs' mandates, at a maximum of six members (Chair, Rapporteur, and four Vice-Presidents from the six Electoral Groups).</p>	<p><b>IMPLEMENTED/NOT IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>Composition of the Bureau of the World Heritage Committee is set by <b>Rule 12.1</b> of the Rules of Procedure “<i>The Bureau of the Committee shall consist of the Chairperson, the five Vice-Chairpersons and the Rapporteur.</i>” From the current practice, it is understood that the Chairperson as well as the Rapporteur are elected in their personal capacity, i.e that they don't represent a country. However, in compliance with <b>Rule 13.3</b> of the Rules of Procedure, due regard is given to the need to ensure an equitable representation of the different regions and cultures of the world regional balance when electing the Bureau, even if the number of members of the Bureau is higher than the number of Electoral Groups. To comply with this recommendation the Committee would have to amend its Rules of Procedures.</li> <li>As indicated above, while according to its Rules of Procedure the General Assembly</li> </ul>

General recommendations for all international and intergovernmental bodies	Implementation status
	<p>elects a Chairperson, one or more Vice Chairpersons and a Rapporteur, there is no definition of the composition of a Bureau. However, as <b>Rule 3</b> is “open”, a practice to comply with this recommendation could be install. Alternatively, the General Assembly could also amend its Rules of Procedure to comply with the recommendation.</p>
<p>68. The intergovernmental nature of Bureaus should be reaffirmed while maintaining expert engagement. In this regard, the attached guidelines on responsibilities of Bureau members are recommended for dissemination to all Governing Bodies and IIBs (appendix 2).</p>	<p><b>IMPLEMENTED/ONGOING</b></p> <ul style="list-style-type: none"> <li>• Intergovernmental nature of the Bureau is ensured by the Intergovernmental nature of the Committee per se. Furthermore, Article 9.3 of the Convention states that “States members of the Committee shall choose as their representatives persons qualified in the field of the cultural or natural heritage.”, hence members of the Bureau being elected out of the members of the Committee, it is assumed that this recommendation is followed.</li> <li>• Guidelines on responsibilities of Bureau members as defined in appendix 2 of Document 39C/20 (<a href="http://unesdoc.unesco.org/images/0025/002590/259081e.pdf">http://unesdoc.unesco.org/images/0025/002590/259081e.pdf</a>) will be disseminated to the governing bodies of the 1972 Convention.</li> </ul>
<p>69. Documents related to Bureau meetings should appear online before meetings take place; outcomes, including reports of Bureau meetings, should be communicated to all members, and as appropriate, all Permanent Delegations, in a timely manner.</p>	<p><b>NOT IMPLEMENTED/ONGOING</b></p> <ul style="list-style-type: none"> <li>• It should be noted that there are no meetings of the Bureau outside of Committee sessions.</li> <li>• The function of the Bureau of the World Heritage Committee is to “<i>co-ordinate the work of the Committee and fix the dates, hours and order of business of meetings</i>” as per <b>Rule 12.1</b> of the Rules of Procedure of the Committee. In this regard, no working document or information document are prepared in view of the Bureau meetings, apart from its Agenda.</li> <li>• Furthermore, as the Bureau meeting is held every day immediately before the plenary sessions, recommendations by the Bureau are presented orally to the Plenary immediately at its opening by the Chairperson. These recommendations are included in the Summary Records of the session.</li> <li>• The Secretariat could ensure that the Agenda of the Bureau is available online immediately after the afternoon plenary before the meeting of the Bureau the next</li> </ul>



General recommendations for all international and intergovernmental bodies	Implementation status
	morning and that any relevant documents are also available when necessary.
70. Elections of Bureaus should be held, as much as possible, soon after elections for seats on the IIBs conducted at the General Conference, to avoid having Bureau members from Member States, which are no longer members of the IIBs concerned.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• According to <b>Rule 13.1</b> of the Rules of Procedure of the World Heritage Committee, <i>“The Committee, at the end of each ordinary session, shall elect, from amongst those members whose term continues through the next ordinary session, a Chairperson, five Vice-Chairpersons and a Rapporteur who shall remain in office until the end of that session.”</i> Therefore, a Bureau member is always a member state of the Committee.</li> <li>• If necessary, extraordinary sessions of the Committee are organized immediately after elections to the Committee, in view of replacing outgoing members.</li> </ul>
71. As much as feasible, Bureau meetings should be open to observers and working methods made more transparent.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• As per <b>Rule 8.1</b> of the Rules of Procedure of the Committee States Parties to the Convention which are not members of the Committee may attend the sessions of the Committee and its Bureau as observers.</li> <li>• As per <b>Rule 8.2</b>, non-States Parties to the Convention who are Member States of UNESCO or of the United Nations may also be permitted by the Committee, upon written request, to attend the sessions of the Committee and its Bureau as observers.</li> </ul>
72. Strengthen information-sharing, communication and collaboration between Bureaus, Intergovernmental Councils and Committees and Member States.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• Open information sessions for all States Parties and Orientation sessions allowing for interaction between Committee members and States Parties are organized on a regular basis.</li> <li>• Furthermore, implementation of this recommendation lies with States Parties. Nevertheless, the Cultural Conventions Liaison Group, comprising the Secretaries of the six cultural conventions and senior management of the Culture Sector, meets regularly to share information. Sub-groups on different topics (periodic reports, International Assistance, etc.) also share experience and methodologies.</li> </ul>
73. Gender-neutral language be adopted	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• Efforts are ongoing to meet this recommendation in all documents produced by the Secretariat related to the 1972 Convention.</li> </ul>

General recommendations for all international and intergovernmental bodies	Implementation status
throughout all UNESCO documents.	
<b><i>Alignment with overarching priorities of UNESCO</i></b>	
74. All IIBs should have the opportunity to submit formal inputs to the mid-term strategy C/4 and the draft Programme and Budget C/5 documents of UNESCO.	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>The implementation of this recommendation lies with States Parties.</li> </ul>
75. A feedback mechanism can be envisaged for substantive dialogue between Member States and IIBs, beyond the limited reporting to the General Conference. This could be through information meetings or briefings. Reporting to the General Conference should be enhanced through a new more strategic and results-oriented reporting format to be followed by debate and General Conference resolutions to provide feedback to IIBs.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li><b>Article 29.3</b> of the 1972 Convention stipulates that <i>“the Committee shall submit a report on its activities at each of the ordinary sessions of the General Conference of the United Nations Educational, Scientific and Cultural Organization”</i>. This Document is also submitted to the General Assembly of States Parties to the Convention.</li> <li>Beyond this reporting system, substantive dialogue is being ensured by the organization of 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.</li> </ul>
76. Orientation sessions for new members of all IIBs, especially for Chairpersons and Bureau members, should be institutionalized and include introduction to the C/4 and C/5 frameworks. To that end, a short user-friendly guidebook including good practices and acronyms could be produced to familiarize members with working methods and C/4 and C/5 mechanisms.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>Orientation sessions for new Committee members are organized immediately after their election, after the General Assembly of States Parties.</li> <li>Furthermore, two Orientation sessions are organized before each Committee session, one after the first dispatch of Documents and one which traditionally takes place the day before the opening of the Committee session. These sessions allow for better preparation for the Committee session.</li> <li>The Secretariat of the 1972 Convention would be ready to share a short user-friendly guidebook with good practices and acronyms to familiarize members with working methods and C/4 and C/5 mechanisms once it is available.</li> </ul>

General recommendations for all international and intergovernmental bodies	Implementation status
<ul style="list-style-type: none"> <li>▪ <b>Coherence, coordination and synergies</b></li> </ul>	
<p>77. Balanced resource allocation is necessary to ensure the effectiveness of all IIBs.</p>	<ul style="list-style-type: none"> <li>• The implementation of this recommendation lies with the States Parties through approval of the C/5.</li> <li>• See also recommendation 94.</li> </ul>
<p>78. Use of languages for inclusivity and effectiveness remains an important objective.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• The working languages of the General Assembly are Arabic, Chinese, English, French, Russian and Spanish (<b>Rule 10.1</b>). The practice is that speakers may, however, speak in any other language, provided that they make their own arrangements for interpretation of their speeches into one of the working languages.</li> <li>• The working languages of the Committee are English and French. <b>Rule 44</b> states that <i>“the working languages of the Committee shall be English and French. When the conditions permit, the official languages recognized by the United Nations may be used as well as the working languages. Interventions made at a meeting of the Committee in one of the working languages shall be interpreted into the other language. Speakers may, however, speak in any other language, provided they make their own arrangements for interpretation of their speeches into one of the working languages.”</i></li> <li>• For sessions of the Committee, efforts are made to ensure use of other official languages provided extra budgetary funding is available.</li> </ul>
<p>79. IIBs and their Secretariats are requested to enhance coordination in scheduling of meetings to avoid overlap.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• All efforts are undertaken by the Secretariat to ensure that statutory meetings of different governing bodies of the Cultural Conventions do not overlap. In this regard, the Culture Conventions Liaison Group (CCLG) continues to undertake efforts to reinforce synergies among the six Culture Conventions. The CCLG is meeting to review working methods, planning for statutory meetings and coordinate funding and resource mobilization. Furthermore, the Partnerships, Communication, Meetings Unit (CLT/PCM) of the Culture Sector developed a specific system to ensure that there is no overlap between the meetings of the six cultural conventions.</li> </ul>

General recommendations for all international and intergovernmental bodies	Implementation status
<ul style="list-style-type: none"> <li>▪ <b>Best practices</b></li> </ul>	
<p>80. Best practices should be shared and replicated or, if necessary, adjusted to reflect specificities with the aim to promote governance mechanisms that facilitate strategies and action plans anchored on the C/4 and C/5. Attached, in this regard, is a non-exhaustive list of best practices identified by the Working Group (Appendix 3).</p>	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• During several meetings of the Sub-Group 2 of the General Conference open-ended working group on governance, recognition of good practices and appropriate working methods as well as appreciation of the work of the Secretariat of the 1972 Convention were strongly underlined. The work of the intersessional ad-hoc working group of the Committee was also recognized as a good practice.</li> <li>• The World Heritage Centre is sharing these best practices with other Convention Secretariats notably through meetings of the Culture Conventions Liaison Group (CCLG) in the framework of efforts to reinforce synergies among the six Culture Conventions and on an informal basis between the respective Secretaries of the different Conventions.</li> <li>• Efforts are ongoing to promote governance mechanisms that facilitate strategies and action plans anchored in the C/4 and C/5. The non-exhaustive list of best practices identified by the working group will be taken into account in this regard and shared.</li> </ul>

Specific recommendations for the UNESCO Conventions	Implementation status
<ul style="list-style-type: none"> <li>▪ <b>Cultural Conventions</b></li> </ul>	
<p>94. A more balanced approach in terms of equitable financial and human resource allocation for all cultural conventions was called for, considering their importance to the mandate of UNESCO. All cultural conventions are in need of additional resources to fulfill their objectives fully.</p>	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• The implementation of this recommendation lies with States Parties who have been informed regularly for several years of the crucial lack of resources available (both human and financial) which represent a major challenge for the implementation of the Convention and thus undermines the process of conservation and preservation.</li> <li>• The sustainability of the World Heritage Fund has been a recurrent topic for the World Heritage Committee since 2011. To address these issues, the Committee adopted a Roadmap for the sustainability of the Fund in 2017. This subject is addressed in the framework of the ad-hoc working group established by the Committee in 2014, the mandate of which has been subsequently expanded.</li> </ul>
<p>95. The Secretariat handling each Convention should have at least three permanent posts.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• This recommendation is implemented for the 1972 Convention.</li> </ul>
<p>96. Governing Bodies of the Conventions, through broad consultations, are invited to further explore, as appropriate, harmonization of rules of procedure and coherence in decision-making procedures, taking into account their respective mandates and specificities. They can consider best practices from the environmental treaties/UNEP to further develop synergies in organizational matters, information-sharing, and cost-efficiency.</p>	<p><b>IMPLEMENTED/NOT IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• The implementation of this recommendation lies with the States Parties.</li> <li>• A major revision of the Rules of Procedure of the General Assembly of States Parties was undertaken in 2014 and 2015 to achieve the goal of an equitable geographical and cultural representation, including through allocation of seats by region - defined with reference to UNESCO's electoral groups - on the World Heritage Committee.</li> <li>• See also recommendation 102.</li> </ul>

Specific recommendations for the UNESCO Conventions	Implementation status
<p>97. Meetings of the Chairpersons of the Committees of the Cultural Conventions can be more interactive and action-oriented. Chairpersons should work strategically together to address common themes and challenges and consider shared responses and cooperation.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• Chairpersons of the Intergovernmental Committees of the six UNESCO cultural conventions met in 2015 and in 2016.</li> </ul>
<p>98. A closer relationship between Governing Bodies of Conventions and the General Conference is desirable, including through the opportunity to provide inputs to the C/5.</p>	<p><b>IMPLEMENTED/NOT IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• The implementation of this recommendation lies with the States Parties.</li> <li>• See also recommendation 75.</li> </ul>
<p>99. Transparency and accountability measures can be enhanced, such as dissemination of minutes/ key results of Bureau meetings.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• See recommendation 69.</li> </ul>
<p>100. Capacity-building and common training on all cultural conventions should be strengthened.</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• Capacity building has been recognized by the Committee as one of the 5 strategic objectives towards the implementation of the Convention. The Committee subsequently approved a World Heritage Capacity-Building Strategy in 2011. Since the adoption of this strategy, the Advisory Bodies, the World Heritage Centre and capacity-building partners have been working to implement capacity-building activities at both the regional and international levels. Continued reinforcement of the capacity-building pillar of the Convention continues to be a priority to equip States Parties with the relevant expertise to protect and manage their sites, as well as to ensure that the World Heritage List remains representative, credible and balanced.</li> <li>• Efforts made by the Secretariat to enhance common training on all cultural</li> </ul>

Specific recommendations for the UNESCO Conventions	Implementation status
	conventions are notably ensured through UNESCO Regional Offices.
101. Governing bodies of Conventions and their Secretariats are encouraged to develop appropriate ratification strategies.	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>• With 193 States Parties, the World Heritage Convention is almost universally ratified and there is no need for development of a ratification strategy. The Secretariat is encouraging ratification for States which are not yet parties to the Convention via Regional Offices and through bilateral meetings on the subject.</li> </ul>
102. The Conventions' relations and cooperation with other international entities and initiatives should contribute to visibility, impact, and fundraising, without compromising UNESCO's core competencies.	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• The Culture Conventions Liaison Group (CCLG) continues to undertake efforts to reinforce synergies among the six Culture Conventions ( See recommendation 79)</li> <li>• The Secretariat continues also its collaboration with all other international biodiversity-related conventions and programmes, including in the context of the Biodiversity Liaison Group (BLG).</li> </ul>
<p>▪ <b>Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)</b></p>	
105. It is called on to ensure a balanced and representative World Heritage List.	<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• In 1994, the World Heritage Committee launched the <i>Global Strategy for a Representative, Balanced and Credible World Heritage List</i> to ensure that the World Heritage List reflects the world's cultural and natural diversity of outstanding universal value. Since then, this subject is on the Agenda of both the World Heritage Committee and the General Assembly which are pursuing their reflection work on this matter.</li> </ul>