

For Official Use

C(2015)91/REV1

Organisation de Coopération et de Développement Économiques
Organisation for Economic Co-operation and Development

01-Jul-2015

English - Or. English

COUNCIL

Council

**PROGRESS REPORT ON THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE
COUNCIL WORKING GROUP ON GOVERNANCE**

(Note by the Secretary-General)

This document has been revised following the discussions of the 24 June Executive Committee session.

JT03379675

Complete document available on OLIS in its original format

This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

**C(2015)91/REV1
For Official Use**

English - Or. English

Introduction

1. On 29 May 2013, the Council decided “to review the Organisation’s governance in light of the potential challenges that may arise from an enlarged OECD with a more global and diverse membership” [[C\(2013\)58/FINAL](#)]. For this purpose, a Council Working Group on Governance (WGG) was established on 19 September 2013, organising its work around two Sub-Groups, which looked at the Organisation’s decision-making processes and working methods, including those of substantive Committees. After 33 meetings of the WGG and its Sub-Groups during nearly 10 months, on 15 July 2014, the Chair of the WGG, Ambassador Oliva of Italy, presented his final report to the Council [[C\(2014\)90/REV2](#), hereinafter the “WGG report”]. The Council adopted the WGG recommendations and invited the Secretary-General,¹ as well as the Budget Committee² and the External Relations Committee,³ to undertake certain actions [[C/M\(2014\)9](#), Item 134]. At the same time, the Council invited the Secretary-General to inform the Council on the progress in the implementation of these recommendations by mid-2015, which is set out in the present note.

2. In view of the wide range of issues addressed by the Working Group on Governance and its Sub-Group on Decision-making and Working Methods, and the number of resulting recommendations, this Report is structured as follows: Section I addresses the follow-up to the recommendations on decision-making. Sections II – VI address the recommendations concerning the clusters on working methods, respectively on priority-setting (II), global relations (III), substantive Committees’ working methods (IV), horizontal projects (V) and on other issues (VI). Besides a general overview on progress made, each of the sections includes a table detailing progress achieved in implementing the WGG recommendations.

I. Decision-making

3. As part of the Council conclusions approved in July 2014, the Secretary-General was invited to prepare a draft legal document on decision-making for approval by the Council before the end of 2014 [[C/M\(2014\)9](#), Item 134 c) and d)]. The Secretariat prepared a Draft Resolution on Decision-Making by the Council and its Standing Committees. The Draft Resolution was reviewed at the 5 November and 3 December 2014 sessions of the Executive Committee [[CE/M\(2014\)11](#), Item 82 & [CE/M\(2014\)12](#), Item 91], each preceded by an informal session with Members on 27 October and 26 November 2014, respectively. On 17 December 2014, the Council adopted the Resolution of the Council on Decision-Making by the Council and its Standing Committees, hereinafter “the Resolution” [[C\(2014\)120/REV2](#) & [C/M\(2014\)13](#), Item 209].

4. The Resolution reflects the changes introduced by the Council to the decision-making part of the Revised Resolution of the Council on a New Governance Structure for the Organisation [[C\(2006\)78/REV1/FINAL](#)], hereinafter the “Revised Resolution on Governance”. Specifically, the Resolution repeals and supersedes Sections III to VII of Chapter 3 (entitled “Structure and Decision-Making Mechanisms”) and Chapter 4 (entitled “Revision and Implementation”) of the Revised Resolution on Governance, while also clarifying the decision-making rules and procedures of the three identified categories of decision-making cases. It further incorporates the modifications adopted by the Council in July 2014 as regards the list of special cases, and adjusts the remaining language to ensure consistency. Also, pursuant to the July 2014 Council decision [[C/M\(2014\)9](#), Item 134 j)], the revision clause set out in Section VI of the Resolution establishes that an assessment of the decision-making mechanisms adopted

¹ [C\(2014\)90/REV2](#), paragraphs 27, 30, 31, 34, 35, 37 and 39.

² [C\(2014\)90/REV2](#), paragraph 28.

³ [C\(2014\)90/REV2](#), paragraph 32.

will be conducted in 2019, on the basis of a report prepared by the Secretariat, to determine whether further adjustments are needed.

5. Following the adoption of the Resolution in December 2014, the Secretariat organised an informal briefing on 26 February 2015 for Ambassadors and Deputy Permanent Representatives (DPRs) on the practical implementation of the new decision-making rules. As per the WGG report's recommendation the Secretariat has organised a Seminar on governance for newly arrived Ambassadors and DPRs on 20 November last year, which provided an insight into the new decision-making rules. This exercise will be repeated every year.

6. The Resolution on Decision-Making has been used over the past six months by the Council and the Standing Committees. More recently, on 5 June 2015 the Council adopted for the first time a decision by Qualified Majority Voting (QMV) regarding the carry forward of MEUR 2.2 from 2014 to 2015-2016 for Office Space [[C\(2015\)68/REV1](#) & [C/M\(2015\)15](#)].

II. Priority-setting

7. Paragraphs 27 and 28 of the WGG Report set out the recommendations on priority-setting. In adopting these recommendations, the Council invited the Secretary-General and the Budget Committee to address different aspects of priority-setting, notably regarding the Programme Implementation Report (PIR) Survey, the Mid-Term Orientations (MTO) Survey, the Central Priorities Fund (CPF) and private sector voluntary contributions. The implementation of these recommendations involve the different actors that intervene in the priority-setting process, notably the Budget Committee, in its capacity of assisting and advising the Council in preparing for its discussions and decisions on the Programme of Work and Budget; to individual Members, through their timely contributions to the completion of the MTO and PIR Surveys; and to the Secretariat, concerning different aspects of the priority-setting process and the integrated management cycle, and the implementation of the Programme of Work.

8. The WGG recommendations have been consistently taken into account in the development of the work programme of the Budget Committee and in carrying out its various related tasks. Table 1 below provides a picture of measures undertaken to respond to the WGG recommendations on priority-setting.

Table 1

Action	Progress
<p>1. PIR Survey</p> <ul style="list-style-type: none"> • Advance the provision of the PIR Survey results, which should be circulated no later than the middle of the year following the biennium to which the Survey refers, i.e. June 2015 (para. 27 i) 	<ul style="list-style-type: none"> ➤ A timetable for the PIR Survey to meet this recommendation was initially discussed in the Budget Committee in June 2014, with regular updates and reminders through 2015. ➤ The PIR Survey was launched as per the agreed timetable in February 2015 with provision for Institutional Responses opening as planned on 1 April. ➤ The PIR Survey is currently on track for the results to be presented to the Budget Committee and the Council in line with the recommendation.
<ul style="list-style-type: none"> • Ensure that Members' contributions reach the Secretariat in time to respect this timeline (para. 28 i) 	<ul style="list-style-type: none"> ➤ The deadline set for the PIR Survey was 19 April 2015. On this date 35% of responses had been received. The last response was received on 19 May 2015. Analysis of the results will be discussed in the Budget Committee in June/July 2015.

<ul style="list-style-type: none"> • Target and engage senior policy and decision-makers in the completion of the Survey (para. 28 ii) 	<ul style="list-style-type: none"> ➤ Completed (Q4 2014-Q1 2015) While it is the responsibility of Delegations to help this process, Directors were solicited to suggest potential survey respondents. This information was provided to Delegations as part of their own process to select survey respondents. Secretariats of Committees also reminded Delegates of the importance to respond to the PIR Survey.
2. MTO Survey	
<ul style="list-style-type: none"> • Advance the provision of the MTO Survey results to be circulated at least one month before the Heads of Delegation meeting, i.e. December 2015 (para. 27 ii) 	<ul style="list-style-type: none"> ➤ The timetable for the 2017-18 MTO was communicated to the Budget Committee on 17 March 2015, and presented again on 20 May 2015. This timetable follows the WGG recommendation.
<ul style="list-style-type: none"> • Ensure that Members' contributions reach the Secretariat in time to respect this timeline (para. 28 i) 	<ul style="list-style-type: none"> ➤ Ongoing (October 2015) Launch of the Survey in the Council in July 2015 (together with toolkit and information package).
<ul style="list-style-type: none"> • Target and engage senior policy and decision-makers in the completion of the Survey (para. 28 ii) 	<ul style="list-style-type: none"> ➤ Ongoing (October 2015) Launch of the Survey in the Council in July 2015 (together with toolkit and information package).
<ul style="list-style-type: none"> • Fine tune the MTO Survey, based on proposals presented by the Secretariat, in order to strengthen the process for identifying relatively low priorities, in time for the 2016 Survey (para. 28 iii) 	<ul style="list-style-type: none"> ➤ A first discussion took place in July 2014. Discussions continued during Q4 2014 in preparation for the MTO launch in July 2015. ➤ The Budget Committee proposed changes to the MTO aimed at improving the timing and the package of information that accompanies the Survey. ➤ These improvements are integrated into a new online MTO portal, which was presented to the Budget Committee on 20 May 2015.
3. CPF Continue to look for ways to increase budget flexibility over time by increasing the CPF to allow for new and emerging priorities to be addressed (para. 27 vii)	<ul style="list-style-type: none"> ➤ Ongoing. This recommendation will be considered during the preparations for the PWB 2017-18.
4. Private sector voluntary contributions Assess the framework for their acceptance, including the current reporting arrangements to Members and report to the Council (para. 28 iv)	<ul style="list-style-type: none"> ➤ Further to an initial exchange in September 2014, the Budget Committee postponed the discussion. The discussion in the Budget Committee on 20 May 2015 was informed by a paper recalling existing definitions and procedures [EDG No. 44], written comments were invited in order to prepare a future discussion.
5. HODs <ul style="list-style-type: none"> • Improve the content and timing of other information provided to HODs to discuss priorities at the start of the budget year (para. 27 iii) 	<ul style="list-style-type: none"> ➤ Ongoing (Q4 2015)

<ul style="list-style-type: none"> • Ensure that HODs Informal Convergence Paper continues to be reflected in SG PWB guidance and that Committees are aware of and understand the key role of these top-down contributions when preparing their PWB proposals (para. 27 iv) 	<ul style="list-style-type: none"> ➤ Ongoing This is the current practice and will continue.
<p>6. Issue the PWB guidance to Directors and Committees in time (para. 27 v)</p>	<ul style="list-style-type: none"> ➤ In 2014, the Secretary-General's guidance was issued to Directors on 12 March 2014. The Secretariat will improve on this timing in 2016. Guidance will be circulated no later than the end of February of the year before the new biennium (i.e. February 2016).
<p>7. Present information on adjustments from the previous biennium when submitting PWB proposals to the Budget Committee (para. 27 vi)</p>	<ul style="list-style-type: none"> ➤ Ongoing (May /June 2016)
<p>8. Use available data from the PIR and IDE to improve the measurement of impact, and explore the link with communications data (para. 27 viii)</p>	<ul style="list-style-type: none"> ➤ Ongoing PAC PWB Output Group 6.4 (OR 7) contemplates coordination between PAC and EXD to implement this recommendation. The V4M Action Plan (Ch7§5) also foreshadows developing a tool to facilitate the systematic capture of value and impacts of OECD products (due by Q4 2016). The objective of this recommendation is to explore whether communications impact data could serve to complement the results of the PIR on impact.
<p>9. Continue to improve the process of managing PWB adjustments during the course of the biennium to meet emerging priorities by: identifying and scoping new initiatives as soon as possible, identifying funding sources at an early stage (without which no new priority or programme could be approved), and providing Members with information on the relevant choices and their impact on the approved Programme of Work (para. 27 ix)</p>	<ul style="list-style-type: none"> ➤ Ongoing As per usual practice, there have been several Revised Output Results (ROPs) discussed by the Budget Committee since the WGG report, notably: <ul style="list-style-type: none"> ○ Revised Output Result in Output Area 2.3.2: Climate Change and Natural Resource Development [BC(2014)27; BC/M(2014)17]; ○ Revised Output Result in Output Area 4.3.5 Regulatory Policy: Output Result 4.3.5.4 Four to Six National and Sectoral Peer Reviews [BC(2014)31; BC/M(2014)18/REV1]; ○ Revised Output Result in Output Area 4.2.1 Competition: Output Result 4.2.1.2 [BC(2014)36; BC/M(2014)20]; ○ Revised Output Result in Output Area 4.2.2 Finance, Insurance and Pensions: Output Result 4.2.2.3 [BC(2014)45; BC/M(2014)26].
<p>10. Include and highlight relevant information about horizontal projects and themes in the PWB process and in the consolidated PWB 'book' (para. 27 x)</p>	<ul style="list-style-type: none"> ➤ Ongoing (Q1 2015) This recommendation is implemented in the PWB "book" for PWB 2015-16, which has made Horizontal projects and themes more visible and moved this chapter forward. The horizontal projects each have a specific section summarising outputs, costs and financing.

<p>11. Continue providing comprehensive information on OECD contributions to G20 and G7 work and how to leverage on the OECD's PWB , adding a 'strategic' forward looking presentation to the Council on a regular basis (para. 27 xi)</p>	<p>➤ The Sherpa Office has increased communications with Delegations on the activities of the Organisation with G20 and other international dialogues. In addition, there are manifold and strategic reporting mechanisms in place, including:</p> <ul style="list-style-type: none"> ○ Monthly G20 Status report complementing the OECD Chief of Staff and G20 Sherpa activity report to the Council. There are also regular briefings to the ERC. ○ Regular briefings by the OECD Chief of Staff and G20 Sherpa to Ambassadors prior to and following key G20 meetings. ○ Pre-Summit Briefing was organised in 2014 ahead of the G20 Leader's Summit; this practice will be continued. ○ Regular correspondence with Ambassadors, sharing OECD deliverables to be presented at G20 meetings and post-meeting reports on outcomes. ○ Invitations regularly extended to Ambassadors to attend G20/OECD events. Special session of the Council on the occasion of the visit to the OECD of the Turkish G20 Sherpa.
--	--

III. Global Relations

9. Paragraphs 30, 31 and 32 of the Report by the Chair of the Council Working Group on Governance set out the recommendations on Global Relations prepared by the Sub-Group on Working Methods. When adopting these recommendations, the Council invited the Secretary-General and the External Relations Committee (ERC) to undertake a number of actions [[C/M\(2014\)9](#), Item 134 e) and g)]. The ERC was informed of the recommendations in November 2014 [[ERC\(2014\)21/REV1](#)].

10. Table 2 below lists the actions which the Secretary-General and the ERC, respectively, have been invited to undertake, as well as the follow-up in each case. The Table takes into account the outcome of the 2015 MCM, as reflected in the Ministerial Council statement [[C/MIN\(2015\)14/FINAL](#), in particular para. 16] and the Chair's Summary [[C/MIN\(2015\)15](#), in particular paras. 32 and 33].

11. As part of the follow-up, it is proposed that the Council hold a strategic discussion on the future direction of the OECD's Global Relations in the fourth quarter of this year, following the Secretary-General's report on Global Relations to the MCM [[C/MIN\(2015\)9](#)] and the MCM outcome, including the Working Breakfast Chair's Summary. This would also respond to the perceived need by Members for a discussion on the OECD's Global Relations [[C\(2015\)78](#), Annex; Heads Of Delegation Meetings on 28 and 29 April 2015, Summary of the Dean].

Table 2

Action	Progress
1. Organise a strategic discussion in the Council on the OECD's Global Relations on a regular basis (para. 30 i)	➤ A report entitled "OECD's Global Relations" was discussed in the ERC in March and April 2015 and subsequently transmitted to the Council for discussion at the MCM [C/MIN(2015)9]. This note, updated with the outcome of the discussions at the MCM, could be one of the elements informing a Council discussion in Q4 2015.
2. Explore how the OECD's country offices in Key Partners could enhance their interactions with Member's local embassies and complement the activities of the Organisation's regional centres in gathering relevant information about Key Partners and sharing it with other Members and the Secretariat (para. 30 ii)	➤ Ongoing The country offices in Beijing and Jakarta (the latter recently opened) organised consultations with the local embassies during the Secretary-General's recent missions. Similar events will be held in these and other Key Partners during future missions.
3. Resume the circulation of an OECD's Indicative Calendar (para. 30 iii)	➤ Ongoing The testing phase is on-going and development will be completed before summer, following which data will be checked and harmonised. The new dynamic OECD calendar should be rolled out end September 2015.
4. Inform the ERC of planned reviews of Committees' Global Relations strategies and Participation Plans (para. 30 iv)	➤ Ongoing Standard reviews are held every two years and others as necessary. A report on the 2014 reviews by Committees of their Global Relations strategies was submitted to the ERC in December 2014 [ERC(2014)25/REV1]. It included information on reviews planned for 2015. The ERC will be provided with updated information as necessary.
5. Seek to conclude Co-operation Framework Agreements with other Key Partners , keeping Members abreast of these efforts (para. 30 v)	➤ Agreements have been concluded with Indonesia, China and Brazil, establishing whole-of-government mechanisms for the development of joint priorities. A two-year work programme has been agreed with Indonesia and another will soon be agreed with China. A joint programme will also be prepared with Brazil. The goal is to conclude similar agreements with the other Key Partners (India and South Africa).
6. The review of the Resolution on Partnerships in OECD Bodies [C(2012)100/FINAL] where the ERC is invited to assess, among other elements, whether these rules have helped the Organisation to proactively bring in those Partners that offer the greatest strategic importance for the Committees concerned (para. 31 i)	➤ The review has been launched with a questionnaire to Committee Secretariats and the replies have been received [ERC(2015)11]. Taking account of this feedback, the Secretariat will soon submit proposals to the ERC for possible amendments of the Resolution.

<p>7. The review of the Global Forums framework [C(2008)208/FINAL] in the course of 2014 (para. 31 ii)</p>	<p>➤ The ERC had a discussion in October 2014 on the basis of document ERC(2014)15. As a follow-up, a questionnaire will soon be addressed to Committees, with a view to making a qualitative assessment of the extent to which the benefits expected from the Global Forums have been realised.</p>
<p>8. Continue following a strategic approach in future discussions about deepening the OECD's regional work, taking into account relevant costs and benefits (para. 32 i)</p>	<p>➤ The MCM called for the renewal of the mandates for the MENA-OECD and the Eurasia Competitiveness Programmes. It welcomed the significant progress made in the first year of the Southeast Asia Regional Programme (SEARP) and encouraged the OECD to further build its momentum in co-operation with regional partners. The MCM asked the OECD to strengthen its regional programme with Southeast Europe and the regional component of its work with Africa. It also invited the OECD to consolidate the activities in the Latin American and Caribbean region through a strategic framework and to consider the establishment of a regional programme that could be launched at the 2016 MCM.</p>
<p>9. Discuss the draft budget of the Global Relations Secretariat before its examination by the Budget Committee, in line with the PWB preparation process and calendar, informing the Council, as appropriate (para. 32 ii)</p>	<p>➤ Discussion took place in July 2014 in the ERC; examination by the Budget Committee took place on 18 September 2014.⁴ The draft 2017-18 PWB will be discussed by the ERC in Spring 2016.</p>

⁴ The draft budget of the Global Relations Secretariat (GRS), referred to in the WGG Recommendation, should be distinguished from the draft budget of global relations across the Organisation.

IV. Working methods of OECD Committees

12. In order to inform the discussions of the WGG, a Survey on Working Methods and Decision-Making of Committees was sent to Bureau members of the 35 OECD Level-I committees in January 2014. The report on the results of the Survey provided an insight into the functioning of Committees and how good practices of Committees' working methods and decision-making could be promoted and shared across the Organisation. On the basis of the report, the WGG extracted a number of recommendations [[C\(2014\)90/REV2](#), para. 34] encouraging good practices while recognising the need for Committees to preserve their flexibility.

13. In response to the WGG Report's call for Committees to be informed of the findings of the Survey, the consolidated report [[C/WGG\(2014\)1](#) & [C/WGG\(2014\)1/ADD1](#)] and the WGG recommendations on committee working methods were shared widely by the Secretary-General in early October 2014 with all Level-I Committee Bureaus, inviting them to discuss with their Secretariats the results of the Survey and, further to this, with the Committee at large. In the past 10 months, the WGG recommendations have been discussed by numerous Committees at the Bureau level and brought to the attention of Committees, either through their electronic platforms or as items on their agenda.⁵ While many recommendations already form part of the working methods of a number of Committees, or are in the process of being implemented, a series of follow-up actions, in particular the recommendations to promote joint Bureau meetings and encourage the use of community portals, have raised interest. Some examples of specific progress made or cases where the recommendations had already been adopted by the Committee are provided in Table 3 below covering, *inter alia*, the following Level-I Committees: the Development Assistance Committee (DAC), Chemicals Committee (CC), Committee on Fiscal Affairs (CFA), Public Governance Committee (PGC), Environment Policy Committee (EPOC), Insurance and Private Pensions Committee (IPPC), Investment Committee, Tourism Committee, LEED Committee, Committee on Digital Economy Policy (CDEP), Health Committee, Committee on Consumer Policy (CCP), Trade Committee (TC), Committee for Agriculture (COAG), Fisheries Committee (COFI), the Education Policy Committee (EDPC) and the PISA Governing Board (PGB).

14. Further to the WGG and the Value for Money (V4M) Project Action Plan recommendations, the OLIS renewal project and the accompanying "O.N.E. app" were included in the 2015-16 PWB. Delegations have been actively involved in the product design phase of OLIS and in the testing of the "O.N.E. app" mobile platform. The "O.N.E. app" was used during the MCM 2015, allowing Delegates to access all documents through mobile devices, such as laptops, tablets or mobile phones, which resulted in a considerable reduction in the number of printed documents. The renewal of OLIS system, itself is a much larger project, and is still ongoing.

⁵ For example: the Chemicals Committee will discuss specifically each of the WGG recommendations at its meeting on 9-11 June [see document [ENV/JM\(2015\)13](#)]. In turn, the Investment Committee discussed the results on 2-3 December 2014 [[DAF/INV/A\(2014\)10](#), Item 5 and subsequent meetings], the CFA on 28-29 January 2015 [[CTPA/CFA/A\(2015\)1/REV2](#), Item IV] and the LEED Committee on 21 May 2015 [[CFE/LEED/A\(2015\)1/REV](#), Item 4]. The CDEP Bureau will consider some of the WGG recommendations in the context of the review and consolidation of its guidelines for procedures regarding documents [[DSTI/ICCP\(2006\)15](#)], designation of the Bureau and working methods and structures [[DSTI/ICCP\(2010\)6](#) and (2010)16]. The review will start in June 2015 with a view to adopting new procedures in 2016, after the Ministerial on the Digital Economy.

Table 3

Action	Progress
<p>1. Address the recommendations based on the results of the Survey on Working Methods and Decision-Making of OECD Committees to Committee Chairs and transmit to them the final version of the Report on the results of the Survey. (para. 34)</p>	<ul style="list-style-type: none"> ➤ The Consolidated Report on the Results of the Survey on Working Methods and Decision-Making of Committees [C/WGG(2014)1 & C/WGG(2014)1/ADD1] was issued on OLIS on 8 September 2014. ➤ A Secretary-General communication to Bureau members and Committee Secretaries was sent on 6 October 2014 to inform them of the WGG Recommendations and the Report. ➤ The Council Secretariat (CES) made presentations on the Survey results at the request of two Committees (Committee for Agriculture, Trade Committee).
<p>i) inform Delegates of how ‘back-to-back’ meetings complement the meeting of the parent Committee;</p>	<ul style="list-style-type: none"> ➤ Following the WGG recommendations, DAC now convenes Committee meetings back-to-back with DAC peer review meetings. Back to back meetings are also a common feature of many other Committees, e.g. in the context of the “PGC Week”, “CDEP Week”, but also for the IPPC and its working parties. Delegates consider that the benefits include a better coordination of horizontal projects, a better integration of the various dimensions of Committee work - both when the PWB is developed and when reports are discussed -, as well as improved communication among delegates. ➤ The Tourism Committee often has back-to-back and open steering group meetings to discuss major on-going activities, with outcomes reported to the plenary. ➤ EDPC and CERI Governing Board meetings take place back-to-back allowing for guest speakers to address both bodies. ➤ The CCP will meet back-to-back with its Working Party for the next two meetings and plans to do so in the future. The PISA Strategic Development Group (SDG) is organised back-to-back with PGB meetings. PGB delegates are informed of SDG’s recommendations and are fully aware of the opportunities for complementarity.
<p>ii) raise awareness of how each meeting contributes to the Committee’s objectives, recommend issuing a consolidated agenda, simplifying registration procedures, and electronically linking the meetings of subsidiary bodies;</p>	<ul style="list-style-type: none"> ➤ DAC has incorporated PWB references alongside agenda items to more closely link discussions to Committee objectives. ➤ IPPC issues a consolidated agenda including its back-to-back meetings.
<p>iii) use smaller open groups to flesh out the main issues of certain topics, particularly during the initial stages of discussions;</p>	<ul style="list-style-type: none"> ➤ DAC has made greater use of so-called “informal Facilitator Groups” to flesh out the main issues of certain topics before presentation to the formal Committee meetings. ➤ In the CFA, focus groups were already used at the early stages of the development of the BEPS Action Plan and also in the development of the specific outputs in the BEPS project.

	<ul style="list-style-type: none"> ➤ EPOC has used break-out groups to flesh out the Committee priorities for the future. ➤ Break-out groups are also planned to be used for Committee meetings at Ministerial level, e.g. EPOC, ELSAC, PGC, etc. ➤ When discussing the WGG recommendations, the LEED Committee paid particular attention to the use of smaller sub-groups on specific issues and discussions are underway within the Committee and Secretariat on the opportunity to establish more subgroups to support the delivery of the PWB. ➤ The EDPC regularly makes use of Webinars and Informal Working Groups to advance the work of the Committee – the most recent example coming in the area of Higher Education. ➤ The CCP makes active use of informal working groups to advance projects in between meetings, through, for example, webinar discussions and written comments. ➤ The COFI is making use of an “expert group” process to advance its policy support measurement objectives, but otherwise prefers discussion and decision-making to be done by the committee as a whole.
<p>iv) rationalise the number of meetings for Committees with a high frequency of meetings;</p>	<ul style="list-style-type: none"> ➤ The frequency of DAC meetings (every 5-6 weeks) has remained unchanged. ➤ The once-every-eight-months meetings schedule of the EPOC has enabled committees to focus on substantive issues. ➤ The Investment Committee is considering holding three instead of four meetings a year.
<p>v) focus Committee meeting time on the substantive discussion items, more effective use of written consultations and written procedures between meetings;</p>	<ul style="list-style-type: none"> ➤ DAC has minimised information items on Committee agendas to focus more on substantive discussions. ➤ The CFA makes extensive use of written procedure so that it can focus its twice-yearly meetings on substantive issues, which has allowed it to make substantial progress. ➤ The Tourism Committee is using written consultations between meetings on a regular basis where appropriate. ➤ The EDPC and the PGB continue to systematically make use of written procedure for the declassification of documents and other procedural items. ➤ The Trade Committee and COAG have enhanced the use of written procedures to reduce the number of administrative items during Committee sessions, to enable routine updating or to enable discussions on documents prior to Committee meetings. ➤ Updates on work of interest in other OECD bodies or from outside forums are disseminated to CCP delegates to minimise the need for interventions during Committee meeting time.

	<ul style="list-style-type: none"> ➤ In order to ensure that its work reflects new emerging issues of immediate policy relevance that might arise after the PWB has already been finalised, at each meeting of the Health Committee delegates propose and agree on a topic to be addressed through a so-called 'fast track' paper produced by the Secretariat.
<p>vi) send documents for Committees, in principle, one month in advance; state clearly their status (for decision, discussion or information); include a brief executive summary in documents where helpful, and follow existing Rules of Procedures with regard to Room Documents;</p>	<ul style="list-style-type: none"> ➤ Due to the high frequency of DAC meetings, a general rule has been instituted to make documents available two weeks in advance. ➤ For the Tourism Committee meetings it is clearly indicated whether documents are presented for decision, discussion or information, and delegations are strongly encouraged to actively intervene during sessions, notably by inviting a strategic selection of delegates to be discussants for main papers. ➤ Progress is on-going; documents for CDEP and CCP are currently made available on OLIS 3 full weeks prior to the meeting. ➤ Prior to the adoption of the WGG recommendations, the EDPC was already systematically provided with documents well in advance of the meeting and the Annotated Agenda sets out the expected actions for each item. As a result, less time has to be given to introductions to the items for discussion, thereby freeing up more time for substantive discussion.
<p>vii) encourage Delegations to be prepared for Committee meetings, and to actively intervene during sessions;</p>	<ul style="list-style-type: none"> ➤ The use of social media to raise interest in the work of the PGC especially in the lead up to and during events. ➤ EPOC documentation has taken the form of short 5-10 page discussion documents based on more detailed reports developed by its working parties, together with a set of policy questions. The link between the main document and the discussion document has been reinforced by developing short, clear and very engaging presentations to make highly technical issues more accessible to policy makers. These changes have seen both attendance and level of seniority at EPOC increase together with more active interventions by delegates. ➤ As part of the EDPC Chair's Briefing, countries are identified who wish to intervene on the item in question and sounded out to ensure that the discussion starts promptly. The Committee Secretary co-ordinates this process in order to ensure that no one country dominates the meeting discussions. ➤ At the joint initiative of CES, DSTI and EXD, a Guidebook for Delegates is forthcoming.

<p>viii) recall the procedures for Bureau designation through a transparent and fair process, including the terms of office and the qualifications of the Chairs;</p>	<ul style="list-style-type: none"> ➤ Every year Committee delegates are informed about the process for nominations for Bureau members. ➤ DAC has shared detailed information on the procedures for Bureau designation every year and there is an open discussion in bilateral and plenary settings on Bureau nominations. ➤ In addition, e.g. in the IPPC, discussions are ongoing on clarifying the roles and responsibilities of the bureau members to attract the appropriate bureau members who will contribute to the discussions of the Committee.
<p>ix) indicate that, in principle, the composition of Bureaus should be based on a mix of Members, suggest staggering of terms, and share guidelines developed by other committees for bureau designation;</p>	<ul style="list-style-type: none"> ➤ A number of Committees have guidelines on bureau designation covering these recommendations. ➤ The Tourism Committee is currently engaged in a discussion to reduce the number of Bureau members and to stagger the terms of Bureau members. ➤ The EDPC and PGB Secretariats send out a spreadsheet with the history of Bureau membership to delegates at the time the bureau designation process starts, to ensure diversity.
<p>x) encourage the use of community portals, share best practices and organise induction sessions for new Delegates;</p>	<ul style="list-style-type: none"> ➤ DAC has established a community portal for the sharing of Committee information, although in practice it has been used minimally so far. ➤ CFA has held an induction session for new BEPS Associates and for Invitees as part of the BEPS project. CFA established a portal for BEPS, and it is expected to establish a more comprehensive portal for delegates in the near future. ➤ PGC has developed a handbook for new delegates on the workings of the Committee. ➤ Work is underway to identify best practices and enhance working methods for Committee remote collaboration. Induction sessions for new delegates and further training for Secretariat staff are being planned. In addition, further outreach to Committees (around one third) that are not yet using electronic portals is being planned. ➤ The Secretariat of the Tourism Committee is planning in the near future to encourage the use of community portals and induction sessions for new delegates. ➤ CDEP Delegates are encouraged before and after each meeting to use their community portals. Sharing of best practices will be one of the goals of the review of the CDEP functioning. ➤ Briefings for Paris-based Education Counsellors continue to be held systematically before each meeting to help them prepare their delegates. In addition the EDPC Handbook helps delegates to participate effectively in Committee activities, with an updated edition planned. ➤ The Trade and Agriculture portals are used actively to conduct written procedures, as a repository of comments from Delegations on ongoing work, but also to post important updates or any other information.

	<p>Recently a specific communications section has been set up on the trade portal.</p> <ul style="list-style-type: none"> ➤ Virtually all work streams of the CCP (and the Working Party) are documented on their respective workspaces, to which non-Members, BIAC and Consumers International also have access. Organising induction sessions for new delegates could be certainly helpful and will be proposed. ➤ There has been a concerted effort to increase the use of the “Fisheries Delegates’ Corner” of the community portal.
<p>xi) review the design features of portals to advance work between Committee meetings;</p>	<ul style="list-style-type: none"> ➤ The PGC Web Portal is used to help centralise the decisions and follow-up action after each Committee meetings and to share documents. ➤ The Health Committee electronic site is used to communicate with delegates, share documents for information, for action, or to carry out written procedure. ➤ EPOC has a highly developed portal, which allows the committee to handle much of its administrative issues electronically. ➤ The Investment Committee is considering using communication platforms to advance work between meetings. ➤ The structure of the CCP portal was recently updated to improve usability. ➤ The PGB related documents are posted and archived on the portal, with regular follow-up through e-mail.
<p>xii) encourage remote participation, in particular for Bureau meetings;</p>	<ul style="list-style-type: none"> ➤ A number of Committees have reported to use increasingly remote participation. ➤ The PGC and its sub-structure have progressively used video conferencing and remote participation for non-European delegates; the PGC bureau has also met remotely. ➤ All EDPC Bureau meetings also make use of videoconference and teleconference facilities; those held since mid-2014 have not had any Bureau members present in Paris. ➤ Remote participation of Delegations took place during the Informal Advisory Groups meeting in the preparation of the Agriculture Ministerial meeting. ➤ Informal groups of the CCP hold regular webinars. The last CCP and Bureau meetings included remote participation by the Working Party chair, and the CCP Chair will take part in the June teleconference of the Working Party’s Bureau. ➤ Between PGB meetings, Webinar meetings are organised for the PISA Strategic Development Group to conduct timely discussions related to the implementation of the Programme of Work and Budget.

	<ul style="list-style-type: none"> ➤ Teleconferences with Health Committee Bureau members are organised to prepare Committee sessions.
<p>xiii) invite Bureau members to hold more inter-Committee joint Bureau meetings to ensure multi-disciplinarity in horizontal projects and collaborate in their mainstreaming.</p>	<ul style="list-style-type: none"> ➤ A joint Bureau meeting of the DAC and Development Centre Governing Board was recently held to explore synergies and delegates agreed to hold such events again in the future. ➤ In preparation for the 2017-2020 Environment, Health and Safety Programme, a joint meeting between the Bureaux of the Chemicals Committee and EPOC is planned for October 2015. ➤ The IPPC has benefited from instituting a governance arrangement for a joint task force with the Investment Committee and Committee on Financial Markets, in which bureau members of the IPPC and Committee on Financial Markets sit as Vice-Chairs of the joint task force to ensure the considerations of the three committees can be reflected in the agenda, work programme and discussions of the task force. ➤ The CERI GB and EDPC hold frequent joint Bureau meetings (in general at every other meeting); the April 2015 EDPC meeting coincided with that of ELSAC and the opportunity was therefore taken to hold a joint Bureau meeting to discuss matters of common interest. ➤ The revised Trade Committee mandate reflects the objective of closer collaboration with other relevant bodies of the OECD on cross-cutting issues related to trade, including on investment, competition, environment, development and agriculture. A Joint Meeting of the Development Assistance Committee and the Working Party of the Trade Committee on Aid for Trade was held in May. The TC and the Regulatory Policy Committee will hold a joint session in November. ➤ In view of the objective to enhance better synergy among large scale surveys, the PISA Strategic Development Group and TALIS Bureau members occasionally hold joint Bureau meetings.
<p>2. Upgrade OLIS urgently, including by developing a better search function, a more intuitive interface, better accessibility, including for mobile devices, while taking account of security considerations (para 35 i)</p>	<ul style="list-style-type: none"> ➤ As part of the OLIS Renewal Action Plan, the Secretariat has held contacts with delegations and users in countries (and internally) to identify preliminary requirements. A broader user survey will be launched shortly, following which a Focus Group will be constituted to validate findings, finalise product design and prioritise features. A first version of the new OLIS environment, based on agreed priorities, will be progressively delivered by end 2015/early 2016. In parallel, a new mobile application (“O.N.E. app”) for delegates was launched in May 2015 to provide secure access to OLIS and other documents related to meetings.

<p>3. Review the guidelines and telecommunication infrastructure needs, including in respect of interpretation, to better support remote participation (para 35 ii)</p>	<ul style="list-style-type: none"> ➤ The technology supporting remote participation has been put in place - both in the Conference Centre and now in small meeting rooms (Marshall Building, Delta, Chateau, Monaco), which are now fully equipped to facilitate remote conferencing. The OECD network has been adjusted to manage the increased data volume. ➤ Service catalogue, support and training are now available electronically. Communication and training on these new services is on-going. Existing communications options, depending on the type of meetings (i.e. internal/external, small/informal, and number of participants) will be shared with Directors and Heads of Programmes shortly to ensure an effective use. Interpretation, for important events is available in the Conference Centre.
--	---

V. Horizontal projects

15. The recommendations of the WGG report also emphasised that the organisation of horizontal work at the OECD is of considerable interest to Members, given the relevance of cross-cutting approaches to deliver multidimensional policy tools. During the WGG discussions, Members welcomed the information regarding the overall approach and the different ways in which projects are developed and implemented, noting that there is no single method for governance. In this context, the WGG report included a set of recommendations concerning horizontal projects (para. 37). Firstly, the recommendation to organise biannual reviews in the Council on ongoing horizontal projects, has been implemented, thereby reinforcing the role of the Council in providing strategic guidance on horizontal projects. These reviews take place in April and November and are prepared by the Executive Committee, with the format of the report taking into account Members' requirement to have a two- page overview of each of horizontal project, along with a matrix summarising the governance and management arrangements, as well as the timeline and planned events and output(s) for each Project.

16. The External Auditor reviewed three horizontal projects as part of its 2014 performance audits [[C\(2014\)74/PART2](#)] and offered five recommendations to the Council in November 2014. In line with these recommendations [see [C\(2014\)74/PART2/ADD1](#)] and the WGG recommendations, the Secretary-General, issued in March 2015 the *Secretary-General's Guidelines for Managing Horizontal Projects* to staff, setting out existing practices concerning the management, planning, preparation, implementation, financing, staffing, communications and follow-up of horizontal projects. The Guidelines were shared with Members on 18 March 2015.⁶

17. In addition, on 4 May 2015, the Chief of Staff circulated to Delegations a *Summary of Governance and Management Arrangements of Horizontal Projects*, compiling key information regarding the origin, approval process, oversight, management and budget of horizontal projects. The note provides detailed facts and figures for all horizontal projects launched in recent times, including the Innovation Strategy, Green Growth Strategy, the Strategy for Development, Gender Initiative, Knowledge-Based Capital, Skills Strategy, New Approaches to Economic Challenges (NAEC), Inclusive Growth, Aligning Policies for a Low Carbon Transition and Ageing Unequally. It should be noted that as part of the PWB monitoring process, the Budget Committee is regularly informed of the resources budgeted for each of the active

⁶ The Guidelines are an internal Secretariat document.

horizontal projects. Table 4 below provides an overview of the WGG recommendations concerning horizontal projects and the progress made in carrying out the requested actions.⁷

Table 4

Action	Progress
1. Organise biannual reviews in the Council of ongoing horizontal projects (para. 37 i)	<ul style="list-style-type: none"> ➤ This review takes place twice a year. more recently in November 2014 [ExCo: 5 Nov 2014, Council 21 Nov 2014; see document C(2014)139] and April/May 2015 [ExCo: 15 April 2015, Council 13 May 2015; see document C(2015)51/REV1] ➤ The biannual review report now includes a matrix summarising governance and management arrangements, as well as timeline and planned events and output(s) for each horizontal project.
2. Provide early on information on horizontal outputs and their funding , in particular for new work (para. 37 ii)	<ul style="list-style-type: none"> ➤ There have been regular presentations on all horizontal projects to the Budget Committee, for a detailed overview see Section 4 of the note <i>Summary of Governance and Management Arrangements of Horizontal Projects</i>, circulated to Members on 4 May 2015. ➤ The currently ongoing horizontal projects each have a specific Chapter in the PWB publication summarising outputs, costs and financing. See also Table 1 (action 10) above.
3. Designate a Committee or similar group or network of policy experts to ensure effective guidance (para. 37 iii)	<ul style="list-style-type: none"> ➤ Most horizontal projects have had one or more 'lead' bodies or Committee responsible for a Project, with other Committees engaged through the contribution of outputs and through regular updates by the Project Manager. ➤ For a detailed overview see Section 2 of the note <i>Summary of Governance and Management Arrangements of Horizontal Projects</i>, circulated to Members on 4 May 2015. This recommendation is also reflected in the <i>Secretary-General's Guidelines for Managing Horizontal Projects</i> (paras. 28-30).
4. Ensure that appropriate priority is given by Committees to horizontal outputs and that mechanisms are in place to coordinate across Committees , with policy makers in capitals and other shareholders (para. 37 iv)	<ul style="list-style-type: none"> ➤ This is followed up in the context of the PWB preparation process, but also joint bureau meetings (see table 3 xiii) above). This recommendation is also reflected in the <i>Secretary-General's Guidelines for Managing Horizontal Projects</i> (paras. 12-15, 28-29, 33).

⁷ The issue of horizontal projects has also been addressed since in [C\(2015\)78](#).

<p>5. Strengthen the OECD's strategic foresight capabilities to better understand longer-term cross-cutting global and regional developments and the potential linkages between them (para. 37 v)</p>	<ul style="list-style-type: none"> ➤ A coordinated system of horizon scanning is being developed to support Committees and Directorates in their forward-looking analysis and work programme planning. It will also support a regular update of OECD megatrends analysis and the mainstreaming of exploratory scenarios and build a corpus of OECD foresight knowledge. ➤ A Governmental Foresight Community has been convened comprising senior practitioners experienced in policy relevant foresight, where Members can exchange good practices. ➤ Foresight is also being integrated into the programmed activities agreed with Members via Committees and in the PWB process (including with CPF resources). ➤ Foresight is also being upgraded through its use to support high-level strategic dialogues, including the discussion of megatrends at the Global Strategy Group meeting on November 2014, and the scenario-based policy discussion at the MCM 2015 (3 June).
<p>6. Promote greater horizontal collaboration through the use of global forums, policy networks and other similar knowledge resources (para. 37 vi)</p>	<ul style="list-style-type: none"> ➤ Global Forums promote multidisciplinary and horizontal approaches beyond the scope of any single Committee, and foster partnerships with other intergovernmental organisations. They help committees identify relevant and 'next generation issues'. The promotion of this horizontal feature of Global Forums could be addressed as part of the review of the Global Forums framework (see section III above). ➤ The Organisation is increasingly engaging in stocktaking of existing knowledge through informal consultation groups, public events to identify a need to develop new knowledge in order to successfully address the identified policy challenges. ➤ A number of electronic sites have been delivered in support of policy community-building. These include GOV's OPSI, ENV's EaP Green site, CFE's LEED Forum, and Entrepreneurship 360. Several policy community-building projects are in progress including the ECO-STI Productivity portal, GOV's OECD Toolkit on Risk Governance ("TRiG"), and SGE's Horizon Scanning Platform and Government Foresight Community portal. The TAD/STRI policy simulator, delivered in 2014, is currently being leveraged to other data sets (TAD TFI, and possibly ECO PMR), and will include mobile friendly features later in the year to provide a better user experience for trade negotiators.

<p>7. Clarify and disseminate the accountability arrangements within the Secretariat (Project Coordinator, Project Manager) to support effective and timely project implementation (para. 37 vii)</p>	<ul style="list-style-type: none"> ➤ For a detailed overview of the Project Leader, Project Management and Secretariat support of each horizontal project, see document C(2015)51/REV1 and Section 3 of the note <i>Summary of Governance and Management Arrangements of Horizontal Projects</i>, 4 May 2015. ➤ Horizontal projects have been led by the Secretary-General, a Deputy Secretary-General, the Chief of Staff or the Deputy Chief of Staff, benefiting also from a Project Manager to oversee day-to-day operations. Projects have one or more “lead” directorates, and inter-directorate groups of focal points have also been established to ensure a smooth coordination. This recommendation is also reflected in the <i>Secretary-General’s Guidelines for Managing Horizontal Projects</i> (paras. 10-11).
<p>8. Promote continued adoption of procedures and systems for information and knowledge sharing, including for enhancing horizontal collaboration across Directorates (para. 37 viii)</p>	<ul style="list-style-type: none"> ➤ As part of a broader digital strategy currently under development, the Secretariat is working towards enhancing cross-team collaboration, Committee document work-flow, and strategic issues management. During the course of 2015, new information systems will provide Directorates <i>inter alia</i> with the ability to collaborate on and track work in progress within and across Directorates, including in horizontal projects. Project management will continue to be improved by providing Secretariat staff with a more unified digital environment. ➤ The <i>Secretary-General’s Guidelines for Managing Horizontal Projects</i> note that “to strengthen internal coordination arrangements, a Group of Directors may be established ... chaired by a designated Deputy Secretary-General, the Chief of Staff, the Deputy Chief of Staff or one Director”. The Group advises Project Leaders to ensure policy coherence and facilitate collaboration from Directorates (para. 35). See also the note <i>Summary of Governance and Management Arrangements of Horizontal Projects</i>, 4 May 2015.

VI. Other issues

18. Besides the four clusters addressed in the previous four sections, the WGG report also included several recommendations concerning other issues raised by Members in the Sub-Group on Working Methods. They are set out in paragraphs 39 and 40 and relate to the preparation of Council sessions, public affairs and communication, the membership of the Evaluation Committee and MCM preparation. Follow-up action on these is set out in Table 5 below.

Table 5

Action	Progress
<p>1. Continue implementing the elements included in the Dean's non-paper "Preparation of Council Sessions" and observing the rules for the circulation of documents included in document C(2009)112 (para. 39 i)</p>	<ul style="list-style-type: none"> ➤ Since July 2014, 13 Council sessions have been held (excluding the MCM and sessions held on the occasion of high-level visits). The agendas for these sessions have largely scheduled first the items for decision, discussion and information items followed respectively. The Draft Indicate Agenda of the next Session and the Indicative Work Programme (IWP) are normally placed after information items, mostly at the end of the morning session. Since July 2014, the IWP has been discussed at every session except one. The expected length of presentations in the Council is now indicated in the Council Annotations (at least for 41 out of 45 presentations). ➤ The meeting of the Secretary-General with the Chairs of Standing Committee is focused on discussing the Council Draft Agenda and is now consistently scheduled several days earlier in advance of the Council session. ➤ On a best effort basis, the Council Annotations have been made available, at the latest at the beginning of the informal Council preparatory meeting with Delegations, and efforts are being made to circulate them by COB of the preceding day, taking into account also the need to reflect latest developments. ➤ As far as timeliness of documents (under "Order agenda items" of the Dean's non-paper), documents for decision have been circulated 7 days before the Council session most of the time and documents for discussion 2 days before.

<p>2. Include in the September Council session the discussion and follow-up of the note circulated by the Secretariat on the Public Affairs and Communications (PAC) functions (3 June 2014), and take stock of PACs activities and objectives (para. 39 ii)</p>	<ul style="list-style-type: none"> ➤ The 16 September 2014 Council discussed the item of Public Affairs and Communications, more specifically functions, activities and objectives and the Progress Report on the Implementation of the Accessible, Open and Free Data project (DELTA). ➤ In addition, an informal Council session was held on 30 January 2015 dedicated to communications,⁸ providing an update on OECD Communication Policies for 2015, the DELTA project, and reviewing the Communication efforts in 2014. Delegates also discussed the 2015 Forum. A discussion on the implementation of the DELTA Project was also held in the Executive Committee on 26 March 2015. ➤ Communications will be discussed twice a year in Council (January and July).
<p>3. Continue to clearly identify publications issued on his behalf from documents adopted by Members (para. 39 iii)</p>	<ul style="list-style-type: none"> ➤ All publications issued under the responsibility of the Secretary-General carry the disclaimer: “This work is published under the responsibility of the Secretary-General of the OECD. The opinions expressed and arguments employed herein do not necessarily reflect the official views of OECD member countries”.
<p>4. Members will continue to reflect on how to have more focussed and engaging Ministerial meetings in light of document C(2014)83 and in the context of the 2015 MCM preparations (para. 40 i & para. 41 i)</p>	<ul style="list-style-type: none"> ➤ The MCM 2015, chaired by the Netherlands and with the Czech Republic, France and Korea as Vice-Chairs, introduced several innovative elements, notably a more focused agenda, interactive breakout groups, a scenario-based policy discussion and closer links to the OECD Forum. These innovative elements were welcomed by Ministers and the Secretariat was invited to continue exploring them in future Ministerial Council Meetings [see C/MIN(2015)15]. ➤ The Council will again review this issue in the context of the “Follow-up to the OECD Week 2015” discussion scheduled for the 8 July Council session.
<p>5. The Evaluation Committee (EVC) will discuss the issue of the number of Ambassadors that participate in the EVC and submit any recommendation for change to the Council (para. 40 ii & para. 41 h)</p>	<ul style="list-style-type: none"> ➤ The EVC agreed to the following at its 95th Session on 17 October 2014: “that the current number of Ambassadors allowed meaningful, effective and efficient discussions both within the EVC and in interactions with the Bureaux of evaluated committees. In the absence of strong arguments for changing the size of the Committee, it was decided that the EVC Chair will recommend that the number of members remains unchanged when the Report of the Chair of the Working Group on Governance is next discussed at Council”.

⁸ A Year in Review: OECD Communications in 2014 [[C\(2015\)14](#)]; OECD Communications in 2015 [[C\(2015\)13](#)]; Compendium of Existing OECD Communications and Dissemination Policies and Guidelines [[C\(2015\)15](#)].

Conclusions

19. This document underscores that a year after the Chair of the Working Group on Governance (WGG) presented his report to the Council, an array of actions involving substantive and Standing Committees, the Council, individual Members and the Secretariat have been undertaken to implement the WGG recommendations. This report provides an update of progress in implementing these recommendations, while noting that some of them require continuous efforts and remain work in progress.

20. In accordance with the July 2014 Council conclusions of the WGG report, the Council will assess the recommendations on decision-making and working methods in 2019, on the basis of a report prepared by the Secretariat to determine whether further adjustments are needed [[C/M\(2014\)9](#), Item 134 j)].

Proposed Action

21. In the light of the preceding, the Secretary-General invites the Council to adopt the following draft conclusion:

THE COUNCIL

noted document [C\(2015\)91/REV1](#).