The strategic transformation is composed of 3 distinct pillars

**Pillar 1**
Changing structure to strengthen management culture

**Aim:**
- Strengthen the management culture
- Improve the flow of the decision making chain by reducing the number of entities directly under Director General

**Means:** Changing internal structures of the Organization HQ, with the creation of an 'Administration and Management' sector led by an ADG

**Target:** Spring 2018
**204th Executive Board**

**Pillar 2**
Strengthening the efficiency of the means of action

**Aim:** Improve the means of action

**Means:** Establishment of thematic groups to improve the following lines of action
- Operational efficiency of the Organization
- UNESCO's Communication
- Strategic partnerships and development of activities with the private sector
- UNESCO’s presence worldwide

**Target:** Autumn 2019
**207th Executive Board**

**Pillar 3**
Strategic positioning for 2030

**Aim:** Strengthen and adjust the content of programmes

**Means:** Introduction of strategic reflection groups with the involvement of external eminent personalities to prepare the evolution of programmatic lines of action in regard to the challenge of today's world. An interim report:
- Will be presented at the General Conference in Autumn 2019,
- Will be integrated into discussions on document 40 C/5 and
- Will shape the framework of the next Medium term strategy (C/4)

**Target:** Autumn 2019
**40th General Conference**