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Educational, Scientific and  
Cultural Organization

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## INDEPENDENT EXTERNAL EVALUATION OF UNESCO

### FOLLOW-UP TO THE RECOMMENDATIONS OF THE AD HOC WORKING GROUP

#### SUMMARY

Pursuant to 36 C/Resolution 104 and 187 EX/Decision 17, the Director-General presents herein a report on progress in follow-up to the Independent External Evaluation of UNESCO.

Document 189/EX11 reports on progress achieved to date. The progress made is summarized by each of the five Strategic Directions of the IEE final report.

This information document presents a detailed version of the action plan containing all of the planned actions and an update on progress made thus far.

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
<b>1. Strategic Direction One – Increasing Focus</b>				
(a) Selection of a limited number of strategic objectives	X		The Programme and Budget (36 C/5) adopted by the General Conference at its 36th session includes already adjustments in the scope of several Main Lines of Action and a reduced number of expected results. Further work is ongoing by the secretariat and input and recommendations are expected from the Executive Board and its Ad Hoc Working Group.	<b>ONGOING</b> <b>36 C5</b>
(b) Introduce a four-year programming cycle <sup>1</sup>	X		<p>The General Conference, at its 36th session, decided to (36 C/ Resolution 105):</p> <ul style="list-style-type: none"> <li>(a) extend the Medium-Term Strategy (C/4 document) cycle from six to eight years in 2014, starting with document 37 C/4, with an appropriate mechanism for adjusting to the most recent quadrennial comprehensive policy review;</li> <li>(b) maintain the rolling character of UNESCO's Medium-Term Strategy so as to ensure that the substance and directives of two consecutive quadrennial comprehensive policy review documents be reflected in the Organization's strategic documents, as appropriate;</li> <li>(c) extend the C/5 programme cycle from two to four years, starting with document 37 C/5 from 2014, with an appropriate mechanism for adjustments every two years;</li> <li>(d) maintain the biennial cycle for the appropriation of the budget of the C/5 document.</li> </ul> <p>The modalities of implementation are discussed <i>inter alia</i> in documents 187 EX/17 Part II and 189 EX/5.</p>	<b>COMPLETED</b> <b>187 EX/Decision 17</b> <b>Part III A</b> <b>36 C/Resolution 105</b>

<sup>1</sup> Also proposed under Strategic Direction 4.

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(c) Introduce brief C/4 of a rolling nature over eight-year duration	X	X	<p>At its 36th session, the General Conference decided to extend the Medium-Term Strategy (37 C/4) from six to eight years. The General Conference highlighted the recommendation of the Executive Board to introduce a brief, succinct and rolling C/4 document of a policy-oriented and strategic nature.</p> <p>The modalities of implementation are discussed in document 187 EX/17 Part II. Decisions completed with implementation ongoing.</p>	<p><b>COMPLETED</b>  <b>187 EX/Decision 17 Part II</b>  <b>36 C/Resolution 105</b></p>
(d) Develop programme and timetable of work for C/5 and C/4 preparation and monitoring	X		<p>At its 36th session, the General Conference adopted a timetable for the preparation of documents 37 C/4 and 37 C/5.</p> <p>Documents 187 EX/17 Part II and 189 EX/5 provide further information on the matter.</p>	<p><b>COMPLETED</b>  <b>187 EX/Decision 17 Part II</b>  <b>36 C/Resolutions 106 and 112</b></p>
(e) Adopt detailed terms of reference and clear methods of work for C/4 and C/5 drafting group	X		<p>The adoption of TORs and working methods for the C/4-C/5 Drafting Group is the prerogative of the Executive Board and is discussed at the time of Board sessions.</p>	<p><b>ONGOING</b></p>
(f) Recommend criteria for introducing new and maintaining existing programmes for regular and extrabudgetary programmes	X	X	<p>Several parallel processes are ongoing to respond to this concern:</p> <ul style="list-style-type: none"> <li>(a) introduction of rating scales in the consultation process for the next C/4 and C/5 documents;</li> <li>(b) strengthening of internal management through regular monitoring of programme implementation that may entail reprogramming actions or the development of exit strategies where performance is low;</li> <li>(c) planned review of key features of the programme management cycle by IOS;</li> <li>(d) ongoing assessments by the Board of key achievements and challenges across all programmes for the purpose of its report to the General Conference, contributing to the discussions on continuation/discontinuation of programmes.</li> </ul>	<p><b>ONGOING</b>  <b>37 GC</b></p>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(g) Promote intersectorality	X	X	<p>For the first time the C/5 document foresees an allocation of a substantial amount of resources to the six intersectoral platforms.</p> <p>Sectors are encouraged to envisage other intersectoral work on themes outside the intersectoral platforms.</p>	<p><b>ONGOING</b></p> <p><b>36 C/Resolution 66</b></p>
(h) Review and propose new consultation processes for C/4 and C/5 documents	X	X	<p>Pursuant to 36 C/Resolution 104 (II), a quantitative and qualitative approach will be introduced to the questionnaire prepared for the consultations of Member States, National Commissions, NGOs and United Nations organizations on the next Programme and Budget (37 C/5) so as to facilitate decision-making and provide for more informed priority-setting.</p> <p>The revised format for regional consultations with Member States is being considered and will be submitted to the Executive Board at its 190th session.</p>	<p><b>ONGOING</b></p> <p><b>187 EX/Decision 17 Part III A</b></p> <p><b>36 C/Resolutions 106 and 12</b></p>
(i) Take steps to further strengthen results-based management	X	X	<p>The draft 36 C/5 document reflects a reduced number of expected results (e.g. 12 in Education, 6 in SHS). These efforts will be continued in consecutive C/5 documents.</p> <p>RBM training and backstopping will continue throughout UNESCO, building on best practice and feedback from experience.</p> <p>Planned introduction of more reviews/evaluations to assist the feedback of results into programme and organizational improvement, as indicated in document 36 C/5 Evaluation Plan.</p>	<p><b>ONGOING</b></p> <p><b>189 EX</b></p> <p><b>2012-2013</b></p> <p><b>2012-2013</b></p>
(j) Introduce results-based budgeting (RBB)		X	<p>UNESCO will examine possibilities for results-based budgeting (RBB) to capture better service delivery outcomes and their potential dimensions. A feasibility study will be carried out to (i) take stock of existing conceptual and operational elements for RBB; and (ii) develop a pragmatic approach towards the introduction of RBB.</p>	<p><b>ONGOING</b></p> <p><b>190 EX</b></p>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(k) Reinforce commitment to two global priorities: Africa and Gender Equality		X	<p>Evaluations of both priorities aimed at improving delivery and impact will be completed during 2012 and subsequently presented to the Executive Board.</p> <p>AFR and GE strengthened in terms of both human and activity budget in order to enhance their capacity to coordinate and provide technical support (including capacity development for GE related programming) to programme sectors and field offices.</p> <p>Continued implementation of Gender Equality Action Plan and distinct reflection of GE in field network reform.</p>	<b>ONGOING</b> <b>190 EX</b>
(l) Introduce systematic programme reviews <sup>2</sup>		X	<p>Programme reviews will be systematized to allow a more systematic assessment of programme performance by the Board through explicit decisions on the performance of individual programmes based on EX/4 document reports, Director-General's thematic reports on specific issues and programmes, IOS audit conclusions, internal and external evaluation findings. Ideally, each MLA would be discussed in depth at least once during the period covered by the Approved Programme.</p>	<b>ONGOING</b> <b>2012-2013</b>
(m) Monitor low performing programmes separately		X	<p>Periodic programme implementation reviews are carried out by programme sector ADGs, with particular attention paid to low-performing activities. Reviews may entail reprogramming actions, including the reallocation of funds where performance is low and/or the development of exit strategies.</p> <p>Global review will be undertaken by the PMC.</p>	<b>ONGOING</b> <b>2012-2013</b>
(n) Conduct systematic evaluation of programmes <sup>3</sup>		X	<p>A stronger role is proposed for evaluation, while leaving to the C/5 document indicators and targets their proper function of monitoring within-biennium performance.</p> <p>The 36 C/5 Evaluation Plan identifies one key evaluation per programme.</p> <p>The 37 C/4 Indicative Evaluation Plan will provide adequate coverage of</p>	<b>ONGOING</b> <b>189 EX/16</b>

<sup>2</sup> Also proposed under Strategic Direction 4.

<sup>3</sup> Also proposed under Strategic Direction 2 and 4.

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
			all programmes over the period covered by the Medium-Term Strategy.	<b>37 GC</b>
(o) Carry out review of all partnership agreements with United Nations partners	X	X	A review of UNESCO's partnership agreements with United Nations partners was carried out. As a result of the mapping exercise, a number of the existing agreements were identified for revision as well as a few agencies with which partnership agreements could be initiated (e.g. UNFPA, WMO, UN Women).	<b>COMPLETED</b>
(p) Hold consultations with United Nations partners in the context of CCA/UNDAF processes		X	UNESCO is a member of United Nations country teams in all countries, and represented on all Regional UNDG Teams.  UNESCO is committed to participating in the upcoming CCA/UNDAF roll-out processes during the biennium, including through the support of document 36 C/5 2% funds for United Nations common country programming processes. UNESCO continues to be an active partner in the implementation of proper deliverables of ongoing CCA/UNDAF (and equivalent) processes.	<b>ONGOING</b>
(q) Clarify division of labour among EFA convenors		X	The new proposed EFA architecture, with much closer cooperation and involvement of the other EFA convenors, should provide the basis for such clarification.	<b>ONGOING 2012</b>
(r) Develop new human resources strategy		X	New human resource strategy approved by the Executive Board (186 EX/25) and General Conference (36 C/40).	<b>COMPLETED</b>
(s) Improve IT systems to support programme planning, implementation and reporting		X	Implementation of a workflow-based contracts management tool for Headquarters, field offices and institutes initiated. This will be extended to travel management and other functional needs of the Organization.  Planned establishment of a business continuity plan, taking into account key IT security and disaster recovery aspects.  Planned development of a unified communications network with VOIP (voice over Internet protocol) to reduce global communications costs, improve video and audio conferencing and help in enhancing business operations and processes for both Headquarters and the field.  Business warehouse set up for business intelligence reporting through	<b>ONGOING 2012 2012 2012</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
			<p>analytical reports and dashboards to facilitate decision making.</p> <p>An IT strategy will be elaborated to support the strategic orientations for a Knowledge and Information system Management.</p>	<p><b>COMPLETED</b></p> <p><b>2012</b></p>
(t) Streamline financial management systems		X	<p>Process reviews routinely conducted to identify and resolve administrative bottlenecks.</p> <p>Financial policies developed to strengthen overall internal control framework with feed-in to information system changes.</p> <p>Implementation of a unified portal for accessing all management information systems (i.e. Applications and underlying data) from Headquarters and the field.</p>	<p><b>ONGOING</b></p>
<p><b>2. Strategic Direction Two – Positioning closer to the field</b></p>				
(a) Ensure policy coherence	X		<p>Several aspects of the field network reform (see document 187 EX/33) respond to this concern:</p> <ul style="list-style-type: none"> <li>(a) establishment of multisectoral regional offices with delegated authority in their respective regions, including oversight over subsidiary country-level structures with regard to programme design, implementation and evaluation as well as financial and personnel management;</li> <li>(b) clear reporting lines of multisectoral regional offices to the relevant ADG or Director of central service at Headquarters on the use of decentralized resources (both staff and programmes) and the delivery of key expected sectoral and intersectoral results defined for the region;</li> <li>(c) establishment of a regional function for the overall coordination of UNESCO activities in the Africa region. This function will be performed by the AFR Department;</li> <li>(d) periodic reviews by the SMT and its Committees of the implementation of programmes benefiting Africa as an important</li> </ul>	<p><b>ONGOING</b></p> <p><b>187 EX/Decision 33</b></p> <p><b>36 C/Resolution 107</b></p>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
			<p>tool for information sharing and for enhanced coordination of activities at the regional level;</p> <p>(e) emphasis placed on coordinating and oversight roles of Headquarters in the areas of planning, monitoring and evaluation;</p> <p>(f) the planned generalization of the UNESCO Country Programme Documents (UCPD) by all UNESCO field offices will reinforce a country-based programming perspective, thereby enhancing coherence and coordination with partners.</p> <p>UNESCO is actively engaged in all major United Nations policy coordination mechanisms, including at global/ inter-agency, regional and country levels</p>	
(b) Define responsibilities, roles and expected outcomes of all organizational entities, including category 1 institutes	X		The proposed accountability framework for the reformed field network (see documents 187 EX/33 and 36 C/27) clarifies roles, responsibilities and functions for the new field structures.	<b>ONGOING</b> <b>187 EX/Decision 33</b> <b>36 C/Resolution 107</b>
(c) Clarify reporting lines in new field network and update tables of authority and accountability <sup>4</sup>	X		<p>The proposed accountability framework for the reformed field network (see documents 187 EX/33 and 36 C/27) clarifies the reporting lines between the various levels in the field and at Headquarters.</p> <p>The effectiveness of the revised reporting arrangements/lines will be assessed at the end of the 2012-2013 biennium.</p>	<b>ONGOING</b> <b>187 EX/Decision 33</b> <b>36 C/Resolution 107</b>
(d) Strengthen coordination and synergy between Headquarters and the field	X		<p>The reform of the field network provides for simplified direct reporting lines to the relevant programme sector ADG on programmatic issues, thus enabling enhanced coordination and the search for synergies.</p> <p>The regional function established for the overall coordination of UNESCO activities in the Africa region also encompasses ensuring the provision of coherent and timely technical support by Headquarters.</p>	<b>ONGOING</b> <b>187 EX/Decision 33</b> <b>36 C/Resolution 107</b>

<sup>4</sup> Also proposed under Strategic Direction 3.



Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
			Directors of the multisectoral regional offices will participate via teleconferences in the periodic reviews by the SMT of programme performance in their region.	
(e) Ensure an ongoing evaluation process of the reform of field network	X		<p>35 C/Resolution 82, paragraph 10 (revised basic criteria for the rational implementation of decentralization) states that field entities shall be subject to regular audits and evaluations by IOS.</p> <p>IOS programme of work for document 36 C/5 includes a number of audits and evaluations of field entities.</p> <p>The implementation process of the field network reform will be assessed by the end of the 36 C/5 biennium, prior to a comprehensive review and evaluation of its impact after it has become fully operational.</p>	<p><b>ONGOING</b></p> <p><b>187 EX/Decision 33</b></p> <p><b>36 C/Resolution 107</b></p>
(f) Provide the necessary professional skills and competencies	X		<p>The reform of the field network provides for an increase in the volume of decentralized regular programme professional posts as well as for a significant increase in the level of expertise.</p> <p>In line with the Action Plan of the Human Resources Strategy, a comprehensive plan for deployment and rotation of staff, building on the new HRM policies, is being put in place to serve the successful implementation of the field reform.</p> <p>The plan is being adjusted to the current financial realities.</p>	<p><b>ONGOING</b></p> <p><b>187 EX/Decision 33</b></p> <p><b>37 GC</b></p>
(g) Creation of regional support platforms		X	The reformed field network foresees the establishment of a regional support platform in each region to provide added capacities and support in administration, finance, IT and human resources and to enhance the effectiveness of field-Headquarters coordination.	<p><b>ONGOING</b></p> <p><b>187 EX/Decision 33</b></p> <p><b>36 C/Resolution 107</b></p>
(h) Include provisions in the new human resources strategy to support implementation of the field reform	X		Various actions are incorporated into the HR Strategy, approved by the General Conference (36 C/40).	<b>COMPLETED</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(i) Provide detailed estimate of the costs of the field reform	X		<p>The proposal to the Executive Board at its 187th session provided a detailed costing of phase one implementation in Africa covering the first two years of implementation of the field reform.</p> <p>The costing is being revised in light of the current financial difficulties.</p>	<p><b>ONGOING</b>  <b>187 EX/Decision 33</b>  <b>37 GC</b></p>
(k) Develop detailed implementation plan for field reform		X	<p>A roadmap for phase one implementation in Africa was submitted to the consideration of the Executive Board at its 187th session and was approved by the Director-General.</p> <p>Necessary adjustments due to the current financial situation will be made.</p>	<p><b>ONGOING</b>  <b>187 EX/Decision 33</b>  <b>36 C/Resolution 107</b>  <b>37 GC</b></p>
(l) Develop results-based strategies for all offices for strategic and programmatic alignment		X	<p>UCPDs offer a results-based overview of ongoing and planned action by UNESCO in a particular country.</p> <p>RBM workshops and trainings have been held over the last many years both at Headquarters and in the field. The reform will provide a good context for scaling up these efforts in the field.</p>	<p><b>ONGOING</b></p>
(m) Enhance consultant roster		X	<p>HRM and BFC will engage with field offices to develop rosters at the regional level.</p>	<p><b>ONGOING</b>  <b>2013</b></p>
(n) Better use of expertise and capacity in category 1 and 2 institutes and centres		X	<p>The concrete implementation of the field reform will build upon an improved synergy between field offices, category 1 and 2 institutes/centres as well as UNESCO Chairs both at the regional and national levels.</p> <p>Programme sectors will continue to monitor and report to the Executive Board on how category 1 and 2 institutes and centres are contributing to the achievement of UNESCO's results.</p> <p>Integration of category 1 and 2 institutes and centres into programme sectors' work programme is ensured through participation in annual meetings of their governing bodies and joint work planning exercises.</p> <p>Sectoral strategies for category 2 institutes and centres have been devised by the International Hydrological Programme, by the World</p>	<p><b>ONGOING</b></p>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
			<p>Heritage Committee, by the Education Sector as a means to strengthen programme coherence, coordination and impact.</p> <p>The PMC discussed the recommendations of the IOS audits of the category 2 institutes and centres and the Management Framework for the UNESCO Chairs programme at its meeting on 31 January 2012.</p>	
(o) Build on experiences gained in South-South cooperation fund and strengthen cooperation with UNDP South-South coordination fund		X	<p>South-South cooperation is being developed across the Organization, with particular emphasis on middle-income countries interested in the development of this modality of international cooperation.</p> <p>Will be integrated in 2012-2013 work plans at end of 2011.</p>	<b>ONGOING</b>
(p) Establishment of monitoring and evaluation and knowledge management function as part of new field network		X	<p>In the new multisectoral regional field structure, a number of positions have been foreseen to carry out evaluation, monitoring, information and knowledge management functions.</p>	<b>ONGOING</b> <b>187 EX/Decision 33</b>
(q) Promote self-evaluation and make it an integral part of programme management		X	<p>Self-evaluation guidelines and training material are going to be developed by IOS.</p>	<b>ONGOING</b>
(r) Revise evaluation policy to make self-evaluation completion reports a requirement for all extrabudgetary projects		X	<p>The current UNESCO evaluation policy (176 EX/27) will be revised accordingly, as well as the provisions of the Administrative Manual which will be updated to reflect this policy change.</p>	<b>ONGOING</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
<b>3. Strategic Direction Three – Participation in the United Nations</b>				
(a) Further strengthen participation in joint United Nations planning and implementation processes including harmonization of business practices	X	X	<p>UNESCO is actively engaged in all major United Nations joint planning coordination mechanisms, including at global/ inter-agency, regional and country levels. The Director-General regularly attends the CEB and UNDG Advisory Group Principals (13 member organizations only) meetings. UNESCO currently holds the Vice Chair of UNDG, after serving as Chair of the UNDG Advisory Group at ADG level.</p> <p>In terms of United Nations common country programming, the Organization continues under the 36 C/5 the earmarking of 2% of Major Programme activity funds to support UNESCO's engagement in CCA/UNDAF and equivalent exercises.</p> <p>UNESCO is committed to participating in the upcoming CCA/UNDAF roll-out processes of the biennium, including through the support of 36 C/5 2% funds for United Nations common country programming processes. UNESCO continues to be an active partner in the implementation of ongoing CCA/UNDAF (and equivalent) processes.</p> <p>Training (by BSP and BFC) on United Nations reform and participation in joint United Nations system-wide activities will be continued.</p> <p>As regards the harmonization of business practises in particular, UNESCO is co-chairing the relevant UNDG network and is actively contributing to the development and implementation of policies in this regard.</p>	<b>ONGOING</b>
(b) Report on UNESCO participation in United Nations coordination mechanisms and inter-agency operations	X		<p>The Director-General recently reported on this item in a series of documents, including in 186 EX/INF.22 – <i>Report on UNESCO and United Nations reform, in particular efforts and challenges with respect to United Nations system-wide coherence and in 187 EX/17 Part II on the alignment of the Organization's programme cycle with the QCPR</i>. The Director-General will continue to report on all aspects of UNESCO's participation in United Nations coordination mechanisms.</p> <p>Through the EX/4 annual report the Director-General also regularly informs the Governing Bodies of the contributions of field offices to the</p>	<b>ONGOING</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
			work of United Nations Country Teams and common country programming exercises (refer 186 EX/4 Part I Add.).	
(c) Clearly define role of liaison offices	X	X	The Director-General issued an Ivory Note on 7 December 2011 which clearly defines the roles, responsibilities, functions and objectives of UNESCO liaison offices, as well as their reporting lines.	<b>COMPLETED</b>
(d) Develop communication mechanism to provide Member States with information on work of liaison offices in New York and Geneva	X		Member States will be regularly updated on the work of the liaison offices through the Director-General's oral and written reports.  Summary reports on their activities and results, focusing on information of a strategic nature, will be included in the year-end reports of the Director-General on the execution of the programme adopted by the General Conference, in the EX/4 series.	<b>ONGOING</b>  <b>190 EX</b>
(e) Implement policies of geographic and inter-agency mobility/new human resources strategy	X	X	Actions scheduled in the Human Resources strategy include: update and implement the Geographical Mobility Policy and enhanced inter-agency mobility.	<b>ONGOING</b>
(f) Develop list of competencies required for posts of United Nations Resident coordinators	X	X	HRM participates in a "working group" tasked with defining a new One80 for UNCT members, under the responsibility of the Resident Coordinators System Issues Working Group (RCSI WG).  HRM also participates in another working group (under same auspices as above) to elaborate on the existing United Nations Resident Coordinator's Assessment Centre within the United Nations system.  UNESCO Assessment Centre for Development defined taking into account the same managerial competencies of the United Nations Resident Coordinator's Assessment Centre.  Soft skills training on managerial competencies defined (12).	<b>ONGOING</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(g) Improved coordination at Headquarters		X	This recommendation was addressed, notably through the creation of Senior Management Committees, which are now fully operational as coordination nodes on all programme and management issues and for UNESCO's participation in the United Nations system.	<b>ONGOING</b>
(h) Training opportunities to assist staff join corps of United Nations Resident Coordinators and Representatives		X	HRM supports the participation of staff members to relevant trainings organized by the Staff College in Turin. UNESCO is also member of Board of Governors of the Staff College and can thus influence training offers and content.  UNESCO is contributing to the conceptualization and actual delivery of UN Resident Coordinator Induction training sessions, including with dedicated sessions on UNESCO's areas of competence	<b>ONGOING</b>
<b>4. Strategic Direction Four – Strengthening governance</b>				
(a) Development of accountability framework for relations between the governing bodies and the Secretariat	X		Following adoption by the General Conference of the proposals on follow-up to the IEE, a report will be submitted by the Director-General to the Executive Board at its 190th session for development and onward transmission to the General Conference at its 37th session. This report will build on discussions held within the Governing Bodies over recent years on this matter and also take into account other related aspects being developed concurrently in the IEE follow-up context.	<b>ONGOING</b> <b>190 EX</b> <b>37 GC</b>
(b) Establish pilot monitoring mechanism to identify obstacles and improve interaction between the governing bodies and the Secretariat	X		Following adoption by the General Conference of the proposals on follow-up to the IEE, the Director-General is holding discussions with the President of the General Conference and the Chairperson of the Executive Board on how best to take this proposal forward.	<b>ONGOING</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(c) Submit relevant new initiatives to governing bodies when within their prerogative	X		The Secretariat will continue to abide by the rules governing the relations between UNESCO's three organs and will continue to share new initiatives with the Board prior to taking action. However, in circumstances where urgent action would be required, the Board may wish to adopt similar arrangements to those it has decided in 186 EX/Decision 17 (para. 38) for consultations under the terms of Rule 59 of its Rules of Procedure.	<b>ONGOING</b>
(d) Better use of information meetings	X		Weekly calendars of information meetings are now prepared since 2010. Orientation seminars were also initiated for new permanent delegates to UNESCO.	<b>COMPLETED</b>
(e) Chairperson to convene half-day special session, when required, for the Director-General to consult the Executive Board under Rule 59	X		The Director-General will take this recommendation into account and propose to the Chairperson of the Board that he/she call a special session of the Board if matters arising require a consultation of the Board earlier than the following regular session would allow, notably in relation to the application of Rule 59 of the Board's Rules of Procedure, bearing in mind the cost implications.	<b>ONGOING</b>
(f) General Conference to examine draft resolutions without general debate, unless requested	X		Addendum to the Revised Provisional Agenda of the 36th session.	<b>COMPLETED</b> <b>187 EX</b>
(g) Director-General to present decisions of governing bodies of international and intergovernmental programmes and UNESCO conventions having financial implications for the C/5 document in a single report	X		A document will be presented to the General Conference at its 37th session, summarizing financial implications as appropriate	<b>ONGOING</b> <b>37 GC</b>

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(h) General Conference to merge Administration and Programme and External Relations Commissions of the General Conference on an experimental basis	X		To be implemented in the planning process for the 37th session depending on the number of agenda items attributed to these two commissions.	<b>ONGOING</b> <b>37 GC</b>
(i) Formalize within the Rules of Procedure of the General Conference the current practice whereby Programme Commissions present to the Plenary Draft Resolutions to amend the C/4 and C/5 documents	X		Under examination	<b>ONGOING</b> <b>37 GC</b>
(j) Translate into an admissibility criterion the recommendation that draft resolutions with financial implications clearly identify the Main Line of Action (MLA) from which the resources should come	X		To be implemented for the 37th session of the General Conference, as part of the Director-General's proposals to the Board (draft C/2)	<b>ONGOING</b> <b>37 GC</b>
(k) Organize the sessions and set up agendas consistent with requirements of managing four-year programming cycles	X			<b>COMPLETED</b>



Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(l) Develop a biennial programme for the plenary debates of the Executive Board focusing on thematic issues	X			<b>ONGOING 2012-2013</b>
(m) Increase the number of items discussed in joint meetings of the PX and FA Commissions	X		This was implemented at the 186th and 187th sessions as requested by the Board. This is now part of the methods of work of the Board.	<b>COMPLETED</b>
(n) Director-General to propose a quality framework for Executive Board documents to ensure concise, analytical and action-oriented reports	X	X	Format document will be submitted to the Executive Board at its 187th session.	<b>COMPLETED 187 EX</b>
(o) Require all substantive amendments to draft decisions be provided in writing	X		The Chairs of the Committees and Commissions and their Secretaries will continue such a practice that would need to be reinforced and more strictly applied.	<b>COMPLETED 187 EX and onwards</b>
(p) Ensure that draft decisions related to the C/4 and C/5 documents are agreed in respective commissions of the Executive Board prior to consideration by the drafting group	X		To be applied from the sessions that will consider the draft C/5 and C/4 documents in 2012–2013.	<b>ONGOING 2012–2013</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(q) Executive Board adopts criteria similar to those of the General Conference concerning draft decisions aiming to amend the C/5 document	X		To be applied from the sessions that will consider the draft 37 C/5 document in 2012–2013.	<b>ONGOING 2012–2013</b>
(r) Suspend the work of the Group of Experts on Finance and Administrative Issues from the 188th session, for an experimental period of two years	X			<b>COMPLETED</b>
(s) Establish, on an experimental basis, an Ad Hoc Group with enhanced participation by all UNESCO Member States to support the preparation of the two Plenary Commissions of the Executive Board from the 188th session	X		The Executive Board approved the terms of reference of the Group by 188 EX/Decision13. The Group meets from 1 to 3 February 2012, i.e. one month before the beginning of the 189th session of the Board.	<b>COMPLETED 188 EX</b>
(t) Director-General to submit a comprehensive report on the UNESCO Secretariat accountability framework and its monitoring and evaluation mechanisms	X		A high-level accountability framework is appended to the human resources strategy. Preparation of a comprehensive accountability framework, including a definition of accountability and of the various components of UNESCO's accountability system, was initiated to provide a clear overview of UNESCO's oversight and internal control framework.	<b>ONGOING 36 GC</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(u) Director-General to put in place a Change Management Team	X		The Director-General has established a phased change management process to shepherd the detailed planning and implementation of the reforms, which she is personally leading through the Senior Management Team (SMT) and dedicated working teams, with the DDG taking care of day-to-day management and coordination of the change management process with regard to both the IEE and the field network reform.	<b>COMPLETED</b>
(v) Develop fuller assessment for the C/3		X	To further improve the quality of results-based reporting, specific guidelines on reporting and training are being developed.	<b>ONGOING</b>
(w) Assist Member States in the preparation of Executive Board reports to the General Conference on the implementation of the C/5 document		X	Document 187 EX/16 Part II contained a draft of the Executive Board's report, in conformity with the agreed reporting format, hence the reports were submitted to the General Conference at its 36th session.	<b>COMPLETED</b>
(x) More inclusive consultation process		X	Consultation will take place for the 2012-2013 cycle and a redesign will be discussed in the next biennium.	<b>COMPLETED</b>
(y) Discuss and agree upon information required for governance oversight		X	Discussions are currently taking place in the context of the preparation/examination of the Organization's main planning or reporting documents, namely the C/4, C/5 and EX/4-C/3 documents, and the Report by the Executive Board to the General Conference on the implementation of the programme.	<b>ONGOING</b>
(z) Streamline and improve transparency of information for Member States		X	The EX/4 document is being gradually improved to present information more conducive to an assessment of the Organization's results according to the format agreed by the Executive Board.	<b>ONGOING</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(aa) Ensure extrabudgetary resources fall under same governance oversight as regular programme		X	This is already the current practice. Document 187 EX/6, Part XII, reported on the approaches in this area, in particular as it relates to the Complementary Additional Programme (CAP).	<b>ONGOING</b>
<b>5. Strategic Direction Five – Developing Partnership Strategy</b>				
(a) Develop draft policy framework for strategic partnership	X	X	Outline of a draft UNESCO policy framework for strategic partnerships was submitted to the 187th session (187 EX/17, Part IV).  A team of external consultants is assisting the Secretariat in the development of the overall policy framework for strategic partnerships and strategies for individual categories of partners.	<b>ONGOING</b> <b>187 EX/Decision 17 Part IV</b> <b>189 EX</b>
(b) Take stock of and assess UNESCO experience of working with different categories of partners	X		Under way for various partners such as NGOs, parliamentarians, UNESCO clubs, the private sector, etc.	<b>ONGOING</b>
(c) Include in the policy framework distinct strategies for each category of partners to include, <i>inter alia</i> , objective criteria for the selection, approval and renewal of partnerships, funding and accountability arrangements, and criteria for periodic evaluation	X	X	The policy framework for strategic partnerships will be complemented by separate strategies/frameworks for engagement with different categories of partners, starting with dedicated strategies/frameworks for engagement with the private sector or cooperation with NGOs that will both presented to the Board at its fall, the 190th, session.	<b>ONGOING</b> <b>187 EX/Decision 17 Part IV</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(d) Review the mandate and working methods of the NGO committee	X		New Terms of Reference for the Committee on Non-Governmental Partners were adopted by the Executive Council at its 188th session. The new mandate includes enhanced participation of external actors, better defined thematic debates and more involvement of youth in UNESCO's cooperation with NGOs.	<b>COMPLETED</b>
(e) Make information on partners available on the Internet and report biennially to the Executive Board on policy framework	X		This is already the case for NGOs and National Commissions. Database on UNESCO's non-governmental partners available online.	<b>ONGOING</b>
(f) Provide, in 2012-2013, an overview of all networks and initiatives taken to strengthen management of networks	X		New initiatives will be undertaken in this respect on the basis of the new directives for NGOs, the findings of the review of the cooperation between National Commissions and the Secretariat, the ongoing discussions to strengthen the capacity of the UNESCO Clubs movement, etc.	<b>ONGOING</b>
(g) Include in the new Human Resources Strategy the competencies required to interact professionally with the diversity of UNESCO partners and to successfully manage UNESCO networks	X		Competencies are integrated in the human resources strategy, which provides for a refocused training offer on key generic skills needed for programme delivery (managerial, project management and partnering skills).  The strategic need of integrating competent staff from the business community into UNESCO's work (e.g. through secondment) has not yet been addressed.	<b>COMPLETED</b>  <b>2012-2013</b>
(h) Underline the important role of National Commissions in liaising with national partners	X		Document 36 C/5 reflects the unique role of National Commissions in promoting and strengthening cooperation with civil society representatives and their interface with UNESCO field offices and United Nations country teams (UNCTs), including as defined in the UNESCO-UNDP	<b>COMPLETED</b>  <b>36 C/5</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
and civil society and ensure adherence to Article 7 of the Constitution			Memorandum of Understanding which stipulates that National Commissions may be invited by Resident Coordinators to UNCT sessions, where their participation is deemed appropriate and useful .  Guidance and advice will be provided to National Commissions through training programmes on how to strengthen their partnership with civil society	<b>2012-2013</b>
(i) Consult with civil society through specific questionnaire		X	Incorporated in the new directives for NGOs (36 C/48)	<b>COMPLETED</b> <b>187 EX/Decision 37</b> <b>36 GC</b>
(j) Elaborate new statutory framework of cooperation		X	The new directives for NGOs, adopted by the General Conference at its 36th session (36 C/48), provide a new statutory framework of cooperation	<b>COMPLETED</b> <b>187 EX/Decision 37</b> <b>36 GC</b>
(k) Consider opening up the governing bodies to other partners		X	The new directives for NGOs, adopted by the General Conference at its 36th session (36 C/48), provide provision for governing bodies to open up to other partners	<b>COMPLETED</b> <b>187 EX/Decision 37</b> <b>36 GC</b>
(l) Conduct review of cooperation with National Commissions		X	The IOS review of cooperation with National Commissions has been completed and the full review report is finalized and available online. As the follow-up to this review, a tripartite working group composed of representatives of National Commissions, Permanent Delegations and the Secretariat is set up to formulate recommendations for consideration of the Governing Bodies.	<b>COMPLETED</b> <b>2012-2013</b>
(m) Encourage Member States to provide more support to National Commissions		X	The Director-General sent in January 2011 a circular letter to all Member States (CL/3949) on "Our joint responsibilities towards National Commissions for UNESCO" to invite them to provide necessary support to their National Commissions and reminding them of their joint responsibility towards National Commissions.	<b>ONGOING</b>

Proposed actions	Originally proposed by Ad Hoc Working Group	Originally proposed by Secretariat	Status of implementation	Status
(n) Strengthen interaction with National Commissions		X	Various modalities are being used to strengthen interaction with the National Commissions, such as regional consultations on documents C/4 and C/5, regular meetings in the margins of the Executive Board and the General Conference, subregional seminars on programme issues, provision of information on a regular basis through a monthly letter and via a dedicated websites. A web link to News from National Commissions is created on the front page of <a href="http://www.unesco.int">www.unesco.int</a> to raise the awareness of the Commissions' contribution to UNESCO programmes in individual countries.	<b>ONGOING</b>