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FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

PART I

REPORT BY THE DIRECTOR-GENERAL

FOLLOW UP TO THE RECOMMENDATIONS OF THE AD HOC WORKING GROUP AND PLANNED ACTIONS OF THE SECRETARIAT

SUMMARY

Pursuant to 36 C/Resolution 104 and 189 EX/Decision 11, the Director-General presents herein a report on progress in follow-up to the Independent External Evaluation of UNESCO.

The progress achieved to date is summarized by each of the five Strategic Directions of the IEE final report.

This document presents a detailed version of the action plan, the status of actions reported on at the 189th session as well as an update on progress made thus far. Annex I presents actions reported by sectors to increase focus, and II the progress of the development of an accountability framework for relations between the Governing Bodies and the Secretariat.

	Status of implementation 189th	Status of implementation 190th
1. Strategic Direction One – Increasing Focus		
(a) Selection of a limited number of strategic objectives	<p>ONGOING 36 C/5</p> <p>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.</p>	<p>ONGOING</p> <p>In the preliminary proposals for the draft documents 37 C/4 and 37 C/5, the Director-General makes proposals for a restricted number of strategic directions to be considered by the Executive Board at its 190th session (190 EX/19 Part I and Annexes online).</p> <p>The selection of a restricted number of strategic directions is the result of an open process: in the questionnaire addressed to Member States, a specific question was included referring to the General Conference 36 C/Resolution 1 requesting to “carefully consider the possibility of reducing the number of overarching objectives with a view to sharpening the strategic focus and enhancing intersectorality” and invited Member States to propose 3-4 intersectoral overarching objectives for the next Medium-Term Strategy. Following the Director-General’s regional consultations, the Executive Board is expected to contribute to the definition of the final list of limited number of strategic objectives.</p>

	Status of implementation 189th	Status of implementation 190th
(b) Introduce a four-year programming cycle ¹	<p>COMPLETED 187 EX/Decision 17 Part III A and 36 C/Resolution 105</p> <p>The General Conference, at its 36th session, decided to (36 C/Resolution 105):</p> <ul style="list-style-type: none"> (a) extend the Medium-Term Strategy (document C/4) 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; (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; (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; (d) maintain the biennial cycle for the appropriation of the budget of the C/5 document. <p>The modalities of implementation are discussed <i>inter alia</i> in 187 EX/17 Part II and in 189 EX/5.</p>	COMPLETED

¹ Also proposed under Strategic Direction 4.

	Status of implementation 189th	Status of implementation 190th
(c) Introduce brief C/4 of a rolling nature over 8-year duration	<p>COMPLETED 187 EX/Decision 17 Part II and 36 C/Resolution 105</p> <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 of a policy-oriented and strategic nature.</p> <p>The modalities of implementation are discussed in 187 EX/17 Part II. Decisions completed with implementation ongoing.</p>	COMPLETED
(d) Develop programme and timetable of work for C/5 and C/4 preparation and monitoring	<p>COMPLETED 187 EX/Decision 17 Part II and 36 C/Resolution 106 and 36 C/Resolution 112</p> <p>At its 36th session, the General Conference adopted a timetable for the preparation of documents 37 C/4 and 37 C/5. Documents 187 EX/17 Part II and 189 EX/5 provide further information on the matter.</p>	COMPLETED
(e) Adopt detailed terms of reference and clear methods of work for C/4 and C/5 drafting group	<p>ONGOING</p> <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>ONGOING</p> <p>Consultations are ongoing between the Chair, the members of the Executive Board and the Secretariat concerning the manner in which the examination of the C/4 and C/5 will be handled at the 190th and 191st sessions of the Executive Board. Proposals will be discussed at the Board's bureau meeting and submitted to the plenary.</p>

	Status of implementation 189th	Status of implementation 190th
<p>(f) Recommend criteria for introducing new and maintaining existing programmes for regular and extrabudgetary programmes</p>	<p>ONGOING</p> <p>Several parallel processes are ongoing to respond to this concern:</p> <p>introduction of rating scales in the consultation process for the next C/4 and C/5 documents;</p> <p>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;</p> <p>planned review of key features of the programme management cycle by IOS;</p> <p>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.</p>	<p>ONGOING</p> <p>Programme-related questions in the questionnaire on document 37 C/5 invited Member States to allocate points indicating the relative priority of programmes and institutes and to list thematic areas or programmes that should be discontinued or phased out during the 2014-2017 period. The responses received expressed support to the proposal to design each programme for a duration of four years and make their continuation dependent on the results of their review.</p> <p>In the framework of the quarterly review of work plans, BSP has been closely monitoring the follow-up to the road map targets concerning the reduction of the number of work plans with minimal operational costs.</p>

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(g) Promote intersectorality	<p>ONGOING 36 C/Resolution 66</p> <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>ONGOING</p> <p>The six Intersectoral Platforms (IPs) developed and selected a set of focused projects for funding through an innovative, inclusive and transparent process, based on a set of guidelines and criteria proposed by BSP.</p> <p>In total 198 intersectoral projects were submitted by teams from Headquarters, field offices and category 1 institutes, out of which 55 projects were shortlisted. After their review and revision, areas for joint collaboration among the various IP were identified and mechanisms developed to enhance synergies during the implementation phase. The final list of 55 projects for a total of US \$5.8 million was reviewed and endorsed by the Programme Management Committee and submitted to the Director-General for her approval, with a recommendation to complete the Regular Programme funding gap (\$3 million) from the Emergency Fund (which was due to the sharp reduction in the approved allocation for IPs in the approved 36 C/5 budget and the subsequent reduced budget envelope of \$465 million).</p>

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<p>(h) Review and propose new consultation processes for C/4 and C/5 documents</p>	<p>ONGOING 187 EX/Decision 17 PART III A and 36 C/Resolution 106 and 36 C/Resolution 112</p> <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>ONGOING</p> <p>The consultations on documents 37 C/4 and 37 C/5 have been conceived as an open process, starting from the 36th session of the General Conference (Leaders' and Youth Fora) and including meetings on various issues in UNESCO's priority areas (e.g. the Director-General's information meetings, thematic conferences), questionnaires on C/4 and C/5 and regional consultations.</p> <p>The format of the questionnaires on the C/4 and C/5 documents was changed to include both qualitative (e.g. past evaluations) and quantitative (e.g. prioritization, ranking) elements. The online questionnaire sent to Member States, including National Commissions, IGOs and NGOs attracted a record number of responses (as of 1 July, 113 Member States had responded to the questionnaires).</p> <p>To facilitate the identification of objectives, priorities, and other programmatic issues, preliminary analysis of the responses was made available for the Director-General's regional consultations, with the first two conducted in June (in Africa and Asia and the Pacific). Additional comments submitted by Member States and other stakeholders will be integrated in the final analysis of the responses which will serve as a basis for the Director-General's preliminary proposals for document 37 C/5.</p> <p>Invitations to the Director-General's regional consultations on the C/4 and C/5 documents were addressed to Member States, including National Commissions. The consultations were also used as an opportunity to hold discussions with Member States on specific issues, e.g. related to National Commissions.</p>

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(i) Take steps to further strengthen results-based management	<p>ONGOING 189 EX</p> <p>The draft 36 C/5 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 36 C/5 Evaluation Plan.</p>	<p>ONGOING</p> <p>Efforts are made to continue the training and backstopping of staff on RBM despite the current financial constraints. The pool of resource persons who can assist programme specialists in the programme design based on RBM has been widened.</p> <p>Furthermore, work to enhance monitoring and reporting has started and an action plan is being developed, also based on IOS recommendations to improve C3 reporting.</p>
(j) Introduce results-based budgeting (RBB)	<p>ONGOING 190 EX</p> <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>ONGOING</p> <p>In the fall of 2011, a desk study was undertaken to examine the application of RBB at other agencies (e.g. OECD, ICAO, UNPKO, UNDP, UNICEF, UNFPA, ITU). The review found that each of these organizations has adopted its own approach to RBB. The findings include:</p> <ul style="list-style-type: none"> • The complexity of aligning resources behind results depends significantly on the programmatic level at which results are defined. • Incorporating staff cost into various programme outputs is complex and costly to implement and most organizations have chosen not to pursue this. Furthermore, most organizations have not incorporated support and running costs to programme outputs. <p>A separate document is presented to the 190th session of the Executive Board on the steps taken towards the introduction of results-based budgeting at UNESCO. The matter is being further examined by BSP and BFM, in cooperation with IOS.</p>

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(k) Reinforce commitment to two global priorities: Africa and Gender Equality	<p>ONGOING 190 EX</p> <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>	<p>ONGOING</p> <p>The evaluation of UNESCO's Global Priority Africa will be presented to the 190th session of the Executive Board.</p> <p>Strengthening of the Africa Department took place by assigning three Professional staff members with expertise in external relations, education and science to the Department, thereby reinforcing its coordinating role and increasing its ability to identify priority development needs, and generate innovative partnerships.</p>
(l) Introduce systematic programme reviews ²	<p>ONGOING 2012-2013</p> <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 reports, the 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>	<p>ONGOING</p> <p>The proposed introduction of programme reviews prior to their continuation beyond the initial duration of four years has received wide support from Member States in the framework of the questionnaire on document 37 C/5.</p> <p>When filling in the questionnaires on documents 37 C/4 and 37 C/5, Member States were invited to refer to the evaluations carried out in 2009-2011 to inform their decisions on the next programme. Likewise, the EX/4 report also builds on the follow-up taken on recommendations of the relevant evaluations.</p>

² Also proposed under Strategic Direction 4.

	Status of implementation 189th	Status of implementation 190th
(m) Monitor low-performing programmes separately	<p>ONGOING</p> <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>	<p>ONGOING</p> <p>In addition to the regular monitoring by programme sectors, BSP, monitors low performing programmes for the quarterly work-plan review exercise and puts forward recommendations to the Director-General. Global programme review is undertaken by the Programme Management Committee (PMC).</p>
(n) Conduct systematic evaluation of programmes ³	<p>ONGOING 189 EX/16 and 37 GC</p> <p>A stronger role is proposed for evaluation, while leaving to the C/5 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 all programmes over the period covered by the Medium-Term Strategy.</p>	<p>ONGOING</p> <p>As part of the 36 C/5 Evaluation Plan a number of programme evaluations are planned for 2013. The plan also includes a review of the Programme cycle. The 37 C/4 Indicative Evaluation Plan will provide coverage of all key programmes over the period covered by the Medium-Term Strategy.</p>
(o) Carry out review of all partnership agreements with United Nations partners	<p>COMPLETED</p> <p>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).</p>	<p>ONGOING</p> <p>After a mapping exercise of UNESCO's existing partnership agreements with United Nations partners, the Secretariat established a timetable for the review of the Memoranda of Understanding to be carried out during the biennium.</p> <p>Consultations have been launched with a number of agencies and the first revised partnership agreement is to be signed with ITU in the fall 2012.</p>

³ Also proposed under Strategic Direction 2 and 4.

	Status of implementation 189th	Status of implementation 190th
(p) Hold consultations with United Nations partners in the context of CCA/UNDAF processes	<p>ONGOING</p> <p>UNESCO is a member of United Nations country teams in all countries, and represented on all Regional UNDG Teams.</p> <p>UNESCO is committed to participating in the upcoming CCA/UNDAF roll-out processes during the biennium, including through the support of the 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.</p>	<p>ONGOING</p> <p>UNESCO participates in the CCA/UNDAF roll-out and implementation as a member of United Nations country teams and in the quality assurance of UNDAFs as a member of the Regional UNDG Teams.</p> <p>UNESCO is engaged in the ongoing UNDAF roll out processes for this year, and continues to make dedicated reinforcement funds available to field offices for this purpose.</p>
(q) Clarify division of labour among EFA convenors	<p>ONGOING 2012</p> <p>The new proposed EFA architecture, with much closer cooperation and involvement of the other EFA convenors, should provide the basis for such clarification.</p>	<p>ONGOING</p> <p>UNESCO has pursued the reform of the EFA coordination mechanism: a first meeting of the EFA Steering Committee (SC) (7-8 June 2012) allowed representatives of all EFA stakeholders to agree on the further development of a road map towards 2015 and on the key outcomes of the 2012 Global EFA Meeting (GEM) (Paris, November 2012). More details can be found in document 190 EX/7 Parts I and II.</p>
(r) Develop new human resources strategy	<p>COMPLETED</p> <p>New human resource strategy approved by the Executive Board (186 EX/25) and General Conference (36 C/40).</p>	<p>STRATEGY DEVELOPMENT – COMPLETED AT 189th SESSION</p> <p>IMPLEMENTATION – ONGOING</p> <p>A specific report on the implementation of the HRM strategy is presented to the 190th session of the Executive Board.</p>

	Status of implementation 189th	Status of implementation 190th
(s) Improve IT systems to support programme planning, implementation and reporting	<p>ONGOING 2012</p> <p>Implementation of a work-flow 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.</p> <p>Planned establishment of a business continuity plan, taking into account key IT security and disaster recovery aspects.</p> <p>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.</p> <p>COMPLETED</p> <p>Business warehouse set up for business intelligence reporting through analytical reports and dashboards to facilitate decision making. IT strategy will be elaborated to support the strategic orientations for a Knowledge and Information system Management.</p>	<p>ONGOING</p> <p>Progress has been made on the harmonization of IT tooling across the Organization as well as on reducing IT procurement costs (including printing). Additionally, new tools have been developed, in particular: a contract management tool, an e-recruitment tool, a dashboard for Administrative Officers to simplify reporting and decision-making, various conferencing tools, as well as an upgrade of the SAP (System Applications and Products). The assessment of the correspondence process and tool is completed and its implementation is pending approval of funding.</p> <p>Various other IT projects are ongoing: pilot-testing of the integrated staff cost management system, refinement of the travel planning tool is under development, specification of HR workflows.</p>
(t) Streamline financial management systems	<p>ONGOING</p> <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>ONGOING</p> <p>The Director-General decided to consolidate the Administrative units of the central services at Headquarters. The savings related to this reform are in the order of seven posts and in the range of \$1.5 to \$1.9 million per biennium.</p> <p>Financial policies are developed in order to strengthen overall internal control framework with feed-in to information system changes. Process reviews are routinely conducted to identify and resolve administrative bottlenecks.</p> <p>With regards to streamlining of financial management for implementation of extrabudgetary projects, more details can be found in documents 190 EX/28 and 190 EX/INF.5.</p>

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2. Strategic Direction Two – Positioning closer to the field		
(a) Ensure policy coherence	<p>ONGOING 187 EX/Decision 33 and 36 C/Resolution 107</p> <p>Several aspects of the field network reform (see document 187 EX/33) respond to this concern:</p> <p>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;</p> <p>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;</p> <p>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;</p> <p>periodic reviews by the SMT and its Committees of the implementation of programmes benefiting Africa as an important tool for information sharing and for enhanced coordination of activities at the regional level;</p> <p>emphasis placed on coordinating and oversight roles of Headquarters in the areas of planning, monitoring and evaluation;</p> <p>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>	<p>ONGOING</p> <p>As part of the follow-up to the roadmap, all field offices have been requested to prepare UNESCO Country Programming Documents (UCPDs) for the countries under their purview. To date, UCPDs for 29 countries have been prepared and published, and 10 additional UCPDs are at various stages of preparation. The process is being closely followed-up and coordinated by the Bureau of Strategic Planning which also provides guidance and backstopping, in coordination with programme Sectors and Regional offices.</p>

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(b) Define responsibilities, roles and expected outcomes of all organizational entities, including category 1 institutes	<p>ONGOING 187 EX/Decision 33 and 36 C/Resolution 107</p> <p>The proposed accountability framework for the reformed field network (see document 187 EX/33 and 36 C/27) clarifies roles, responsibilities and functions for the new field structures.</p>	<p>ONGOING</p> <p>The evaluation of UNESCO's category 1 institute for Education is ongoing, with special attention to programme coherence, financial sustainability and streamlining administration and governance, as well as clarification of roles and responsibilities.</p> <p>The implementation of the field reform in Africa is ongoing with a redefinition of the roles of the two regional offices in Nairobi and Dakar in conformity with the accountability framework outlined in the documents 187 EX/33 and 36 C/27.</p>
(c) Clarify reporting lines in new field network and update tables of authority and accountability ⁴	<p>ONGOING 187 EX/Decision 33 and 36 C/Resolution 107</p> <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>	<p>ONGOING</p> <p>The field reform is under implementation as specified in document 190 EX/31 and the first two regional offices (Dakar and Nairobi) will be in function by 1 October 2012. A revision of existing reporting lines, in particular in regard to the delegation of authority and accountability is being worked out for this purpose in order to ensure best possible and most efficient alignment between programme objectives, available resources and implementation efficiency at regional and national levels. The regional offices will, as decided by the General Conference and the Executive Board (187 EX/33 and 36 C/27) have a supervisory function vis-à-vis national entities (national offices, project offices, desks).</p>
(d) Strengthen coordination and synergy between Headquarters and field	<p>ONGOING 187 EX/Decision 33 and 36 C/Resolution 107</p> <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>	<p>ONGOING</p> <p>New information and communication tools are being introduced to ensure a better communication and coordination of activities between field offices and between field offices and Headquarters. Both the new online Yammer Platform for heads of office and directors and the coming UNESCOCOMMUNITY will enhance communication and coordination. Additionally, regular video and audio-meetings already take place regularly with field offices.</p>

⁴ Also proposed under Strategic Direction 3.

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	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	<p>ONGOING 187 EX/Decision 33 and 36 C/Resolution 107</p> <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. 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>ONGOING</p> <p>The evaluation of the reform of the field network is planned for the end of the 36 C/5 biennium.</p>
(f) Provide the necessary professional skills and competencies	<p>ONGOING 187 EX/Decision 33 and 37 GC</p> <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>ONGOING</p> <p>Detailed staffing plan have been prepared for Dakar and Nairobi offices and redeployment of staff is underway and should be finalized by the end of September 2012.</p>
(g) Creation of regional support platforms	<p>ONGOING 187 EX/Decision 33 and 36C/Resolution 107</p> <p>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>	<p>ONGOING</p> <p>Specific Terms of References for the administrative support platform to be established in Addis Ababa have been developed.</p>

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(h) Include provisions in the new human resources strategy to support implementation of the field reform	COMPLETED Various actions are incorporated into the HR Strategy, approved by the General Conference (36 C/40).	COMPLETED
(i) Provide detailed estimate of the costs of the field reform	ONGOING 187 EX/Decision 33 and 37 GC The proposal to the 187th session of the Executive Board provided a detailed costing of phase one implementation in Africa covering the first two years of implementation of the field reform. The costing is being revised in light of the current financial difficulties.	ONGOING The revision of the costs for the first phase of the field reform is being revised in light of the current financial situation.
(k) Develop detailed implementation plan for field reform	ONGOING A roadmap for phase one implementation in Africa was submitted to the consideration of the 187th session of the Executive Board and was approved by the Director-General. Necessary adjustments due to the current financial situation will be made.	ONGOING The first phase of the field reform is being implemented and comprises the establishment of two new national PCPD Offices (in South Sudan and in Cote d'Ivoire), the establishment of the first two regional multisectoral offices (Dakar and Nairobi), the preparation of the administrative-financial support platform (in Addis Ababa) and the changes to affected cluster offices, including the phasing out of the national office in Burundi, as well as the expansion of the Angola antenna.
(l) Develop results-based strategies for all offices for strategic and programmatic alignment	ONGOING 2013 UCPDs offer a results-based overview of ongoing and planned action by UNESCO in a particular country. 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.	ONGOING Annually the EX/4 report contains a strategic assessment of the major results achieved, challenges encountered and lessons learnt at the field level. It also contains a brief assessment of the office's contribution to the United Nations Country Team's (UNCT) work and common country programming. Efforts have been pursued to reinforce the institutional capacities in the results-based management approach to further enhance the results-orientation of the Organization. To ensure a common understanding and consistency of UNESCO's RBM approach,

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		<p>training courses and capacity-building workshops have been organized, in line with the strategic orientations, policies and the priorities established.</p> <p>RBM introductory courses have been offered to both permanent delegations and UNESCO's staff members. A special RBM workshop for managers has been developed to improve the quality of evidence-based and result-oriented reporting.</p> <p>In the follow-up to the training sessions assistance has been provided for the formulation of work plans and other programme related documents. Eleven 36 C/5 work-plans (RP and XB) were reviewed by the responsible officers to improve their results-orientation.</p>
(m) Enhance consultant roster	<p>ONGOING</p> <p>HRM and BFC will engage with field offices to develop rosters at the regional level.</p>	<p>ONGOING</p> <p>Rosters are being set up in several field offices.</p>
(n) Better use of expertise and capacity in category 1 and 2 institutes and centres	<p>ONGOING</p> <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 Heritage Committee, by the Sector Education as</p>	<p>ONGOING</p> <p>The need for better coordination collaboration with the UNESCO Institutes has been discussed in the meetings BFC has organized with field office directors and it is part of mandate for field office directors in the new structure to ensure the best possible use of such institutes within their region/country.</p> <p>The evaluation of UNESCO's Category I Institutes for Education is ongoing and will make recommendations to improve the collaboration between UNESCO and its Institutes.</p> <p>More details on category 2 institutes can be found in document 190 EX/18.</p>

	Status of implementation 189th	Status of implementation 190th
	<p>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	<p>ONGOING</p> <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>	<p>ONGOING</p> <p>A new initiative has been started in Angola where UNESCO is working closely with the government to design an overall country programme to be financed through self-benefitting funds. The design of this programme and its national implementation modalities benefit from direct South-South cooperation between Brazil and UNESCO's office in Brasilia on the one hand and Angola on the other.</p>
(p) Establishment of monitoring and evaluation and knowledge management function as part of new field network	<p>ONGOING 187 EX/Decision 33</p> <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>	<p>ONGOING</p> <p>These functions feature in the planned staffing overview as an integral part of the new regional offices. The filling of such posts will take place through redeployment from Headquarters due to the financial limitations.</p>
(q) Promote self-evaluation and make it an integral part of programme management	<p>ONGOING</p> <p>Self-evaluation guidelines and training material are going to be developed by IOS.</p>	<p>ONGOING</p> <p>The development of self-evaluation guidelines and training material are postponed but still included in the longer-term work programme.</p>
(r) Revise evaluation policy to make self-evaluation completion reports a requirement for all extrabudgetary projects	<p>ONGOING</p> <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>	<p>ONGOING</p> <p>A revised Evaluation Policy will be presented in 2014 to take into account the 8-year-cycle of the C/4.</p>

	Status of implementation 189th	Status of implementation 190th
3. Strategic Direction Three – Participation in the United Nations		
<p>(a) Further strengthen participation in joint United Nations planning and implementation processes including harmonization of business practices</p>	<p>ONGOING</p> <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 document 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 the 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 UN 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>	<p>ONGOING</p> <p>UNESCO is actively engaged in all major United Nations joint planning coordination mechanisms, including at the global/ inter-agency, regional and country levels.</p> <ul style="list-style-type: none"> • At the global level, the Director-General regularly participates in the Chief Executives Board (CEB) and UNDG Advisory Group Principals meetings. She has also been tasked by the United Nations Secretary-General to undertake, together with the Executive Director of UNFPA, a review of work and practises of CEB by mid-2013. • UNESCO currently holds the Vice Chairmanship of UNDG, after serving as Chair of the UNDG Advisory Group at ADG level. In that function, UNESCO is currently overseeing the inter-agency “review of existing funding modalities in support of the United Nations Resident Coordinator System”, as mandated by ECOSOC, and of the Expanded Funding Window of the MDG-F. • UNESCO also co-chairs the inter-agency working group on joint funding and business operations, charged inter alia with driving the harmonization of United Nations business practices. • UNESCO continues to lead, alongside with ITU the Broadband Commission for Digital Development and to chair on a rotating basis the United Nations Group for Information Society. The Organization has been the lead facilitator of the achievement of six of 18 thematic goals, including e-learning, ICT for science, freedom of expression, ethical dimension of Information society. • At the regional level, UNESCO continues its engagement in the regional UNDG Teams, including the Peer Support Groups. UNESCO's participation in the face-to-face meetings has been hampered to a certain extent by the funding cuts.

	Status of implementation 189th	Status of implementation 190th
		<ul style="list-style-type: none"> UNESCO continues, under document 36 C/5, the earmarking of 2% of Major Programme activity funds to support UNESCO's engagement in CCA/UNDAF and equivalent exercises, and decentralizes funds based on a review process of requests submitted by field offices. Funding requests are reviewed by BSP, in coordination with the disbursement of BFC reinforcement funds.
(b) Report on UNESCO participation in United Nations coordination mechanisms and inter-agency operations	<p>ONGOING</p> <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 work of United Nations Country Teams and common country programming exercises (refer 186 EX/4 Part I Add.).</p>	<p>ONGOING</p> <p>UNESCO has been entrusted with the lead role in a number of interagency coordination mechanisms and operations at the global level, such as (i) Secretary-General's education initiative; (ii) implementation of science-related recommendations of United Nations Secretary-General's High-level Panel on Global Sustainability (GSP); (iii) Vice Chairmanship of the United Nations Development Group; (iv) co-chairmanship of two working groups of the United Nations Evaluation Group (UNEG) on the evaluation of normative work and the formulation of revised evaluation standards; (v) Co-chairmanship of the inter-agency working group on joint funding and business operations; (v) member of Board of Governors of UN System Staff College by appointment of United Nations Secretary-General.</p> <p>At the country level, UNESCO often assumes the lead of the education and communication groups of the UNCTs.</p>
(c) Clearly define role of liaison offices	<p>COMPLETED</p> <p>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.</p>	<p>COMPLETED</p>

	Status of implementation 189th	Status of implementation 190th
(d) Develop communication mechanism to provide Member States with information on work of liaison offices in New York and Geneva	<p>ONGOING 190 EX</p> <p>Member States will be regularly updated on the work of the liaison offices through the Director-General's oral and written reports.</p> <p>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.</p>	<p>ONGOING</p> <p>Member States will be regularly updated on the work of the liaison offices through the Director-General's oral and written reports.</p>
(e) Implement policies of geographic and inter-agency mobility/new human resources strategy	<p>ONGOING</p> <p>Actions scheduled in the Human Resources strategy include: update and implement the Geographical Mobility Policy and enhanced inter-agency mobility.</p>	<p>ONGOING</p> <p>An updated Mobility Policy is being prepared which will include the establishment of a Mobility Review Committee (timeframe: 1st Q 2013). In the meantime, mobility decisions have been made on a case-by-case basis, as required, by matching functions with the competencies of staff.</p> <p>As at 30 June 2012, the ratio field/Headquarters RP posts remains at its 36 C/5 baseline level of 36/64. The proposed abolition of 37 Headquarters RP posts made during the review of vacant posts in June 2012, would improve the field/Headquarters ratio by 1 point, to reach 37/63 compared to a target of 40/60.</p> <p>Mobility, in particular in support of the field reform in Africa, continues. A total of 49 moves took place from June 2011 to June 2012 (11 from Headquarters, 23 field to field, and 15 field to Headquarters).</p>
(f) Develop list of competencies required for posts of United Nations Resident coordinators	<p>ONGOING</p> <p>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).</p> <p>HRM also participates in another working group (under same auspices as above) to elaborate on the existing United</p>	<p>ONGOING</p> <p>UNESCO continues to be fully involved in the work of the inter-agency working group on Resident Coordinator issues, charged with the development of RC competency and skills profiles.</p>

	Status of implementation 189th	Status of implementation 190th
	<p>Nations Resident Coordinator's Assessment Centre within the United Nations system.</p> <p>UNESCO Assessment Centre for Development defined taking into account the same managerial competencies of the United Nations Resident Coordinator's Assessment Centre.</p> <p>Soft skills training on managerial competencies defined (12).</p>	
(g) Improved coordination at Headquarters	<p>ONGOING</p> <p>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.</p>	ONGOING: NO ACTION NECESSARY FOR THIS SESSION
(h) Training opportunities to assist staff join corps of United Nations Resident Coordinators and Representatives	<p>ONGOING</p> <p>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.</p> <p>UNESCO is contributing to the conceptualization and actual delivery of United Nations Resident Coordinator Induction training sessions, including with dedicated sessions on UNESCO's areas of competence.</p>	<p>ONGOING</p> <p>HRM supports the participation of staff members to relevant trainings organized by the Staff College in Turin such as United Nations Leaders and UNCT Leadership Skills. However 2012-2013, due to the financial situation of the Organization there are no funds allocated for UNESCO training.</p> <p>UNESCO is also contributing to the conceptualization of two specific trainings in the framework of the ONE UN DELIVER: one for improving the Skills and Tools for Effective Program Support (entitled STEPS), the second for the improvement of Operations Management Skills (entitled OMS). These two training are part of the implementation of the United Nations Reform at Field Level.</p>
4. Strategic Direction Four – Strengthening governance		
(a) Development of accountability framework for relations between the governing bodies	<p>ONGOING 190 EX and 37 GC</p> <p>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</p>	<p>ONGOING</p> <p>The Director-General provides a report at the 190th session of the Executive Board on this matter (see Annex II attached hereto).</p> <p>A study is under way (see Roadmap report item 34) analysing the</p>

	Status of implementation 189th	Status of implementation 190th
and the Secretariat	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.	<p>practices of various intergovernmental bodies and identifying issues which hinder efficiency.</p> <p>Progress achieved with regards to formal processes of accountability stems from various efforts to improve the quality of EX/4 and C/3 reporting, as well as the pursuit of other strategic thrusts mentioned by the IEE, such as: (i) the improvement of RBM (see SD 1) and of SISTER with its greater accessibility to Member States; (ii) the institution of the experimental Ad Hoc Preparatory Group of the Executive Board facilitating the assessment of the work of the Secretariat; (iii) the measures taken to curtail the duplication of debates; (iv) the regular meetings among the Heads of the Three Governing Organs (see 189 EX/Dec.11)</p> <p>Progress achieved with regards to semi-official channels of dialogue stems from: (i) the increase in the number of briefing and information sessions for Permanent Delegations on specific subjects in between Executive Board Sessions; (ii) the overhauling of UNESCO's website dedicated to Member States and National Commissions</p>
(b) Establish pilot monitoring mechanism to identify obstacles and improve interaction between the governing bodies and the Secretariat	<p>ONGOING</p> <p>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.</p>	<p>ONGOING</p> <p>The Director-General proposed a mechanism in 189 EX/11 after consultation with the President of the General Conference and the Chairperson of the Executive Board, which was endorsed at the 189th session of the Executive Board (189 EX/Decision 11, para. 8.) Two meetings in the series of regular meetings of the heads of the three organs of UNESCO have been held.</p>
(c) Submit relevant new initiatives to governing bodies when within their prerogative	<p>ONGOING</p> <p>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</p>	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>

	Status of implementation 189th	Status of implementation 190th
	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.	
(d) Better use of information meetings	COMPLETED Weekly calendars of information meetings are now prepared since 2010. Orientation seminars were also initiated for new permanent delegates to UNESCO.	COMPLETED AND INTEGRATED IN WORK PRACTICE Since the 189th session of the Executive Board, 8 information meetings to permanent delegates have taken place. Moreover 2 Thematic debates have been organized between the Secretariat and the Permanent Delegates of UNESCO.
(e) Chairperson to convene half-day special session, when required, for the Director-General to consult the Executive Board under Rule 59	ONGOING 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.	ONGOING: NO ACTION NECESSARY FOR THIS SESSION
(f) General Conference to examine draft resolutions without general debate, unless requested	COMPLETED 187 EX Addendum to the Revised Provisional Agenda of the 36th session.	COMPLETED AND INTEGRATED IN WORK PRACTICE The same approach will be proposed for the 37th session of the General Conference, given its success at the 36th session.

	Status of implementation 189th	Status of implementation 190th
(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	<p>ONGOING 37 GC</p> <p>A document will be presented to the General Conference at its 37th session, summarizing financial implications as appropriate.</p>	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>
(h) General Conference to merge Administration and Programme and External Relations Commissions of the General Conference on an experimental basis	<p>ONGOING 37 GC</p> <p>To be implemented in the planning process for the 37th session depending on the number of agenda items attributed to these two commissions.</p>	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>
(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	<p>ONGOING 37 GC</p> <p>Under examination.</p>	<p>ONGOING</p> <p>Preliminary examination came to the conclusion that no changes to the rules of procedure are required to implement this recommendation. The current rules of procedures are adequate to continue the standard practice, i.e. Draft Resolutions (DRs) concerning a single MP are referred to the corresponding commission and DRs with multi-MP implications are reviewed by the joint meeting of commissions (as practised at the last two sessions) along with DRs relating to the C/4 document.</p>

	Status of implementation 189th	Status of implementation 190th
(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	ONGOING 37 GC 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)	ONGOING: NO ACTION NECESSARY FOR THIS SESSION
(k) Organize the sessions and set up agendas consistent with requirements of managing four-year programming cycles	COMPLETED	ONGOING: NO ACTION NECESSARY FOR THIS SESSION
(l) Develop a biennial programme for the plenary debates of the Executive Board focusing on thematic issues	ONGOING 2012-2013	ONGOING The current financial situation makes it difficult to move ahead on this recommendation at this time since the agendas of the board sessions and the timing and financing of the thematic debates are in a state of flux.
(m) Increase the number of items discussed in joint meetings of the PX and FA Commissions	COMPLETED 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.	COMPLETED AND INTEGRATED IN WORK PRACTICE
(n) Director-General to propose a quality framework for Executive Board	COMPLETED 187 EX Format document will be submitted to the 187th session of the Executive Board.	COMPLETED AND INTEGRATED IN WORK PRACTICE

	Status of implementation 189th	Status of implementation 190th
documents to ensure concise, analytical and action-oriented reports		
(o) Require all substantive amendments to draft decisions be provided in writing	COMPLETED 187 EX and onwards 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.	COMPLETED AND INTEGRATED IN WORK PRACTICE
(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	ONGOING 2012-2013 To be applied from the sessions that will consider the draft C/5 and C/4 documents in 2012–2013.	ONGOING : NO ACTION NECESSARY FOR THIS SESSION Progress will depend on the organizational decisions relating to the processing of the C/4 and C/5 preliminary proposals at the 190th session of the Executive Board.
(q) Executive Board adopts criteria similar to those of the General Conference concerning draft decisions aiming to amend the C/5 document	ONGOING 2012-2013 To be applied from the sessions that will consider the draft document 37 C/5 in 2012-2013.	ONGOING: NO ACTION NECESSARY FOR THIS SESSION
(r) Suspend the work of the Group of Experts on Finance and Administrative Issues from the 188th session, for an	COMPLETED	COMPLETED

	Status of implementation 189th	Status of implementation 190th
experimental period of two years		
(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	<p>COMPLETED 188 EX</p> <p>The Executive Board approved the terms of reference of the Group by decision 188 EX/Decision 13.</p> <p>The Group meets from 1 to 3 February 2012, i.e. one month before the beginning of the 189th session of the Board.</p>	COMPLETED AND INTEGRATED IN WORK PRACTICE
(t) Director-General to submit a comprehensive report on the UNESCO Secretariat accountability framework and its monitoring and evaluation mechanisms	<p>ONGOING 36 GC</p> <p>A high-level accountability framework is appended to the human resources strategy.</p> <p>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.</p>	<p>ONGOING</p> <p>UNESCO continues to strengthen its accountability framework in line with benchmarked good practices through the recent introduction of a fraud policy and annual statements and managers' attestations on internal control. Current initiatives include a Financial disclosure policy and improvements in IT governance, which are underway. This will be followed by a comprehensive document defining the accountability framework and its components including Results-Based Management (to include Results-Based Budgeting), UNESCO's Internal Control Policy, Internal Oversight Service, Ethics Office, Risk Management Committee, Oversight Advisory Committee, as well as regulations, rules and procedural requirements of the Organization.</p>

	Status of implementation 189th	Status of implementation 190th
(u) Director-General to put in place a Change Management Team	<p>COMPLETED</p> <p>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 Deputy Director-General 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.</p>	<p>COMPLETED AND INTEGRATED IN WORK PRACTICE</p>
(v) Develop fuller assessment for the C/3	<p>ONGOING</p> <p>To further improve the quality of results-based reporting, specific guidelines on reporting and training are being developed.</p>	<p>ONGOING</p> <p>Please see progress reported under 1(i)</p>
(w) Assist Member States in the preparation of Executive Board reports to the General Conference on the implementation of the C/5	<p>COMPLETED</p> <p>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.</p>	<p>COMPLETED AND INTEGRATED IN WORK PRACTICE</p>
(x) More inclusive consultation process	<p>COMPLETED</p> <p>Consultation will take place for the 2012-2013 cycle and a redesign will be discussed in the next biennium.</p>	<p>ONGOING</p> <p>Please see progress reported under 4 (a)</p>

	Status of implementation 189th	Status of implementation 190th
(y) Discuss and agree upon information required for governance oversight	ONGOING 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, EX/4-C/3, and the Report by the Executive Board to the General Conference on the implementation of the programme.	ONGOING : NO ACTION NECESSARY FOR THIS SESSION
(z) Streamline and improve transparency of information for Member States	ONGOING The EX/4 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.	ONGOING : NO ACTION NECESSARY FOR THIS SESSION
(aa) Ensure extrabudgetary resources fall under same governance oversight as regular programme	ONGOING 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).	ONGOING: NO ACTION NECESSARY FOR THIS SESSION
5. Strategic Direction Five – Developing Partnership Strategy		
(a) Develop draft policy framework for strategic partnership	ONGOING 187 EX/Decision 17 Part IV and 189 EX 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.	COMPLETED FOR 190th SESSION In response to the request of the Executive Board, a comprehensive policy framework for strategic partnerships will be presented to the 190th session of the Executive Board (190 EX/21 Part II). It comprises an umbrella statement as well as individual strategies for engagement with private sector, bilateral government donors, media companies, NGOs, parliamentarians, Associated Schools, UNESCO Clubs, and UNESCO Chairs.

	Status of implementation 189th	Status of implementation 190th
(b) Take stock of and assess UNESCO experience of working with different categories of partners	<p>ONGOING</p> <p>Under way for various partners such as NGOs, parliamentarians, UNESCO clubs, the private sector, etc.</p>	<p>ONGOING</p> <p>During the period considered, the reclassification of all UNESCO's NGO partners according to the two new partnership categories defined in the new Directives (63 in association and 284 in consultation)- submitted to the Executive Board at its 189th session – has allowed a preliminary assessment of the current situation of cooperation with NGOs.</p>
(c) Include in the policy framework distinct strategies for each category of partners to include, inter alia, objective criteria for the selection, approval and renewal of partnerships, funding and accountability arrangements, and criteria for periodic evaluation	<p>ONGOING 187 EX/Decision 17 Part IV</p> <p>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.</p>	<p>COMPLETED FOR 190th SESSION</p> <p>The individual strategies for engagement with different categories of partners which are an integral part of the policy framework for strategic partnerships to be presented to the 190th session of the Executive Board (190 EX/21 Part II), covering inter alia objective criteria for the selection, approval and renewal of partnerships, funding and accountability arrangements, and evaluation arrangements.</p>
(d) Review the mandate and working methods of the NGO committee	<p>COMPLETED</p> <p>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.</p>	<p>COMPLETED</p>

	Status of implementation 189th	Status of implementation 190th
<p>(e) Make information on partners available on the Internet and report biennially to the Executive Board on policy framework</p>	<p>ONGOING</p> <p>This is already the case for NGOs and National Commissions. Database on UNESCO's non-governmental partners available online.</p>	<p>ONGOING</p> <ul style="list-style-type: none"> • <u>Biennial reporting on the partnership policy framework</u>: the policy framework for strategic partnerships is submitted to the Executive Board for approval at its 190th session (190 EX/21 Part II). Thereafter the Secretariat will report to the Executive Board on the status of the comprehensive partnership strategy on a biennial basis. • <u>Information on partners available on the Internet</u>: In the context of the policy framework for strategic partnerships a more streamlined approach to the organization of on-line partnership resources is proposed. UNESCO will provide a single entry point for partnerships on its internet site. Similarly, a dedicated intranet site will be created for the provision of information, tools and guidance material on the full range of categories of partners. With regards to NGOs in particular, a forum on the website for Member States and their National Commissions (www.unesco.int) is specifically devoted to NGOs activities, publications and any other relevant information concerning partner organizations. The database of NGOs, foundations and similar institutions enjoying official partnership with UNESCO is accessible online to all Member States and the general public (in English and in French) and is designed to serve as a valuable platform for reference and assessment of UNESCO-NGOs partnership. Evaluation and impact assessment on specific cooperation between UNESCO and NGO partners at programme implementation level is an intrinsic part of the RBM approach and SISTER. Information on the main aspects of cooperation with NGOs and implementation of this partnership's policy framework is provided to the EXB at each session through the PNG Committee.

	Status of implementation 189th	Status of implementation 190th
(f) Provide, in 2012-2013, an overview of all networks and initiatives taken to strengthen management of networks	<p>ONGOING</p> <p>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.</p>	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>
(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	<p>COMPLETED</p> <p>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).</p> <p>The strategic need of integrating competent staff from the business community into UNESCO's work (e.g. through secondment) has not yet been addressed.</p>	<p>COMPLETED</p> <p>Arrangements which need to be in place to ensure the efficient and sustainable management of UNESCO's partnerships including some networks are described in the comprehensive partnership strategy to be submitted to the 190th session of the Executive Board (190 EX/37).</p>
(h) Underline the important role of National Commissions in liaising with national partners and civil society and ensure adherence to Article 7 of the Constitution	<p>COMPLETED 36 C/5</p> <p>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 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.</p> <p>Guidance and advice will be provided to National Commissions through training programmes on how to strengthen their partnership with civil society</p>	<p>ONGOING</p> <p>The role of National Commissions in the partnership building and maintenance, especially at country level, has been highlighted in UNESCO's new partnership strategy which will be considered by the Executive Board at its 190th session (190 EX/38).</p> <p>With regards to NGOs in particular, National Commissions for UNESCO and permanent delegations are consulted during the admission process of new NGOs to official partnership with UNESCO, particularly and compulsory when the request concerns a national or regional NGO.</p>

	Status of implementation 189th	Status of implementation 190th
(i) Consult with civil society through specific questionnaire	<p>COMPLETED 187 EX/DECISION 37 36 GC</p> <p>Incorporated in the new directives for NGOs (36 C/48)</p>	<p>COMPLETED AND INTEGRATED IN WORK PRACTICE</p> <p>The contribution of NGOs in the programming cycle of the Organization is an important pillar of the new directives concerning UNESCO's partnership with Non-Governmental Organizations, which detail the procedures for consultation with NGOs on the Medium-Term Strategy (C/4) and the Programme and Budget (C/5):</p> <ul style="list-style-type: none"> • NGOs contribute to the consultation process by answering to the questionnaires prepared to this effect; • an information meeting for NGOs is organized to provide guidance to NGOs on the process of elaboration of the C/4 and C/5 documents, and specifically on the process of consultation; <p>The International Conference of NGOs in partnership with UNESCO is then invited to communicate collectively to the Director-General the NGOs' views and suggestions about the Draft Programme and Budget, including the guidance provided by the Executive Board;</p>
(j) Elaborate new statutory framework of cooperation	<p>COMPLETED</p> <p>The new directives for NGOs, adopted by the General Conference at its 36th session (36 C/48), provide a new statutory framework of cooperation</p>	<p>COMPLETED</p>
(k) Consider opening up the governing bodies to other partners	<p>COMPLETED</p> <p>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</p>	<p>COMPLETED</p>

	Status of implementation 189th	Status of implementation 190th
(l) Conduct review of cooperation with National Commissions	<p>COMPLETED</p> <p>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.</p>	<p>COMPLETED</p>
(m) Encourage Member States to provide more support to National Commissions	<p>ONGOING</p> <p>The DG 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.</p>	<p>ONGOING</p> <p>In order to follow up the IOS review of cooperation with National Commissions, the 190th session of the Executive Board is expected to approve the remit and terms of the tripartite working group including its working modalities (190 EX/38). The setting up of this working group composed of representatives of the permanent delegations, National Commissions and the Secretariat (Headquarters and field offices) was endorsed by the 189th session of the Board. The outcome of this working group will be reported to the 191st and subsequent sessions of the Board.</p>

	Status of implementation 189th	Status of implementation 190th
(n) Strengthen interaction with National Commissions	<p>ONGOING</p> <p>Various modalities are being used to strengthen interaction with the National Commissions, such as regional consultations on 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 www.unesco.int to raise the awareness of the Commissions' contribution to UNESCO programmes in individual countries.</p>	<p>ONGOING</p> <p>The five regional consultations with Member States and National Commissions on 37 C/4 and the 37 C/5 are conducted in July and in September (Côte d'Ivoire, Viet Nam, Slovakia, Uruguay and Oman) to collect comments and views on UNESCO future strategy and priority programmes. The reports of these meetings are submitted by the DG to 190th session of the Executive Board for consideration 190 EX/19 Part I. Regular meetings are organized on the occasion of the sessions of the Governing Bodies to update National Commissions on issues of their interest. Communication with National Commissions has been enhanced and improved through new communication channels and information tools such monthly letters to National Commissions, electronic forum on the front page of www.unesco.int.</p>

ANNEX I

ACTIONS REPORTED BY SECTORS TO INCREASE FOCUS

Education

In document 36 C/5 the Sector has made considerable efforts to streamline, prioritize and focus by reducing the scope of our interventions; reaching out to less number of countries in each of thematic areas and focusing more on regional and subregional activities, while maintain at least minimal contributions to each of the 12 thematic areas identified for the Sector in order to uphold a holistic approach to education.

The Education Sector has undergone a long process of prioritizing and focusing over a number of years. The ED Sector has drastically reduced the number of activities from 511 in the last biennium to approximately 200 in this biennium. In document 33 C/5, the Sector had some 1,600 activities. Not only has the number of activities been reduced, but the number of expected results (ER) has been reduced from 38 ERs in document 34 C/5 to 14 ERs in document 35 C/5 and 12 ERs in document 36 C/5, allowing the Sector to focus on priority areas.

Particular attention has been paid to ensure that programmed activities contribute directly to the Expected Results set for the Sector and are in line with the sector's strategies in the thematic area.

The Sector ensures that extrabudgetary projects are clearly aligned with the objectives of the C/5 document and that they reinforce the core work of the Sector. Moreover, the Sector is also seeking to enhance synergies and programme alignment with the category 1 ED institutes. In partnership with IOS, the Sector has initiated a major review of its category 1 institutes. The aim is to identify both systemic and specific issues facing the Institutes, with a view to identifying practical solutions that can be taken forward for action by the appropriate authorities. Special attention will be given to programme coherence, financial sustainability and streamlining administration and governance.

An internal reorganization of the Education Sector has also been implemented with the aim to further streamline the division of labour while strengthening efforts in priority areas of action in view of the current budget restrictions and the fact that 54 vacant posts are currently frozen. The new adjusted structure reduces the total number of programme Sections at Headquarters from 10 to eight, leading to greater efficiency and better balance between the workload of the Divisions and giving more importance to priority areas.

Culture

In document 36 C/5 the Sector has made considerable efforts to streamline and prioritize by concentrating its actions on the standard setting instruments at the core of its mandate. The implementation modalities for many activities, such as work on crafts industries, and operational activities with indigenous peoples have been reoriented exclusively towards the field, while others, such as the journal Museum International and the sub programme on interreligious dialogue and the languages and tourism programme have been cut or drastically scaled back or have been financed with extrabudgetary funding. Agreements with NGOs and specialized regional institutions have been evaluated and new functional modalities are being considered.

The Culture Sector has reduced the number of activities from 191 in the last biennium to approximately 170 in this biennium. In documents 32 C/5 and 33 C/5, the Sector had some 800 and 600 activities respectively. Not only has the number of activities been reduced, but the number of expected results (ER) has been reduced from 30 ERs in 34 C/5 to 23 ERs in document 36 C/5. However, eight of the 23 Expected Results depend heavily or exclusively on extrabudgetary funds, thus allowing the Sector to focus its regular programme activities.

Particular attention has been paid to ensuring that programmed activities contribute directly to the Expected Results set for the Sector and are in line with sector strategies in the thematic area.

The Sector ensures that extrabudgetary projects are clearly aligned with the objectives of the C/5 document and that they reinforce the core work of the Sector.

An internal reorganization in June 2011 saw the suppression of one Division and the redeployment of staff, in order to rationalize activities and reinforce the Convention secretariats. This has been continued in 2012, with the suppression of one more section and rationalization of the tasks of two others, in order to redeploy staff to priority areas. All vacant international posts have been frozen since the end of 2010 as a result of the financial situation and this is placing the sector under pressure to deliver, especially in terms of field reform in Africa.

Natural Sciences and Intergovernmental Oceanographic Commission

The International Hydrological Programme further focused on activities pertaining to the main themes of the on-going seventh phase of IHP, on water systems under stress and societal responses. A questionnaire was sent to all IHP National Committees to redefine priorities under the eighth phase of IHP (IHP-VIII) on water security. Based on this, the 20th session of the IHP Intergovernmental Council (June 2012) established an open-ended working group to assist in the prioritization of activities under IHP-VIII. IHP contributions to key strategic events focused on the Sixth World Water Forum and on Rio+20.

The programmatic choices made the Policy and Capacity-Building Section under the provisional work plans for 2012-2013 within the 36 C/5 US \$465 million framework prioritized core PCB/SII activities to ensure basic programme continuity, largely relying on available extrabudgetary resources, and recognizing the Section's focal point role for Indigenous Peoples and for SIDS, including its responsibility as Platform manager for the Intersectoral SIDS Platform. Among these are the following foci:

- Heightened attention to global climate change-related issues in response to the high exposure-sensitivity of SIDS and indigenous peoples, including:
 - climate change education, particularly in SIDS;
 - promotion of local and indigenous knowledge in climate change assessment and adaptation, particularly with respect to the IPCC Fifth Assessment Report;
 - community-based approaches to climate change response in small island, Arctic and other vulnerable environments.
- Continued focus on reinforcing indigenous knowledge transmission within local communities, with emphasis on bilingual and intercultural education
- Youth visioning for island living, with focus on HIV-AIDS awareness-raising in SIDS
- Lead role in implementing the SIDS Intersectoral Platform (ISP)

In light of the above, new areas of the Policy and Capacity Building programme and budget could not be accommodated in the provisional work plans, but were subsequently reinforced through funding from the Emergency Fund:

- STI Policy development in the Pacific SIDS
- First steps towards a house-wide UNESCO policy on engaging with indigenous peoples

Within the Man and the Biosphere Programme and the World Network of Biosphere Reserves, an emphasis has been put on establishing new or reinforcing existing thematic networks which goes beyond strictly regional networks; i.e. islands and coastal BR network. A network on desert and dry

lands Biosphere Reserves have been proposed by member States during the last MAB Council (9-13 April 2012). Exchanges within the WNBR through South-South and South-North-South cooperation as well as transboundary initiatives.

The programmatic choices made by IOC under the provisional work plans for 2012–2013 within the 36 C/5 US \$465 million framework prioritized core IOC activities to ensure basic programme continuity, largely relying on available extrabudgetary resources. Among these are the following foci, maintained at affordable level:

- Support to IOC regional subsidiary bodies in Africa, the Caribbean and Western Pacific;
- Co-financing for the fourth session of the WMO-IOC Joint Technical Commission for Oceanography and Marine Meteorology (JCOMM-IV; Yeosu, Korea, 23-31 May 2012);
- Support to the intergovernmental coordination groups for tsunami warning systems;
- Participation in science activities concerning ocean acidification, harmful algal blooms and integrated coastal area management;
- International exchange of oceanographic data.

In light of the above, new areas of the IOC programme and budget could not be accommodated in the provisional work plans, but were subsequently reinforced through funding from the Emergency Fund:

- Contribution to the Rio+20 process
- Coastal hazard assessment
- Climate change adaptation in African coastal areas
- Capacity development in marine sciences

The above programmatic choices were endorsed by the 45th Session of the IOC Executive Council (Paris, 26-28 June 2012), which has provided guidance for the development of the Medium-Term Strategy 2014-2021:

- Minimize the number of high-level objectives [i.e., 3-4], making them more strategic, aspirational and reflective of societal concerns, such as climate change and disaster risk reduction,
- Prioritize those strategic actions that reflect IOC's unique mandate within the United Nations system,
- Recognize different mechanisms and partnerships for implementation for IOC.

Communication and Information

In the framework of the reduced budget of document 36 C/5 and the reorganization of reduced human resources, the Sector has selected a limited number of strategic priorities in order to ensure delivery of its flagship programmes as outlined in document 189 EX/15 Part II. In this regard, a Sectoral assessment of what programmed benchmarks in document 36 C/5 can be achieved with the existing budget, what can be achieved by existing staff without any extra budget, and where extrabudgetary funds would need to be raised has been carried out.

This analysis has allowed for further focus as it concerns mobilization of extrabudgetary funds and the strategic prioritization of projects submitted for approval to the Emergency Fund. In this regard,

regular monitoring of programme implementation has been ensured and reprogramming undertaken where necessary, with particular attention paid to the need to reinforce the Sector's continued commitment to the two global priorities: Africa and Gender Equality.

Furthermore, partnerships with the private Sector, NGOs, and existing networks such as UNESCO Chairs and category 2 centres have been further aligned with the Sector's programmatic priorities and a comprehensive overview and mapping of operational partners begun in this regard. Additional alignment of projects approved in the framework of the Participation Programme with the Sector's strategic priorities has been ensured to further encourage collaboration with national counterparts, particularly in Africa. Where possible, intersectoral collaboration has been promoted and synergies identified with other Sectors to ensure optimal programmatic delivery.

Lastly, and in the framework of United Nations reform, a preliminary analysis of CI entry points in the UNDAFs has been undertaken to further identify the Sector's comparative advantage in the Field as it concerns national development priorities and needs in order to inform the elaboration of the C/4 and C/5 documents. Furthermore, the Sector has developed criteria for introducing new and maintaining existing programmes as it concerns both the regular and extrabudgetary programmes through a rating scale to further focus programmatic delivery. This rating scale has also been used in the internal consultation process for the C/4 and C/5 elaboration for MPV.

To further strengthen accountability and delivery and to ensure harmonization between Headquarters and the field, results-based management of Programmes has been further enhanced and internal capacity-building has been reinforced through training offered to staff on results-based management for managers. In addition, results-based budgeting was introduced in document 36 C/5 to ensure needs-based allocation and optimal implementation for programmes of the Sector.

Social and Human Sciences

Programmatic focus: the new structure supports the Sector's efforts to sharpen its strategic focus on core programme activities within the C/5 framework, federating previously dispersed activities and building a critical mass for the C/5 programme priority areas. Four priority programme areas were identified (bioethics, social inclusion, youth, and the social dimensions of global environmental change).

Transversal teamwork: SHS now works in a more integrated manner, promoting transdisciplinary knowledge and fostering collaboration and is working on joint planning and joint delivery.

Results orientation: To reflect greater focus and a better results orientation, the number of expected results in document 36 C/5 was reduced from 10 to six. The new structure is designed to support the achievement of results adopted in document 36 C/5, while making optimal use of existing resources. The Sector set up a thematic team for each expected result.

ANNEX II

DEVELOPMENT OF ACCOUNTABILITY FRAMEWORK FOR RELATIONS BETWEEN THE GOVERNING BODIES AND THE SECRETARIAT (IEE STRATEGIC DIRECTION IV (A))

There are various definitions available of **accountability, or “account-giving”**. The most authoritative comes from General Assembly resolution 64/259 which defines accountability, in its operative paragraph eight, as follows: *“Accountability is the obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception. Accountability includes achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all mandates to the Secretariat approved by the United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of funds and resources; all aspects of performance, including a clearly defined system of rewards and sanctions; and with due recognition to the important role of the oversight bodies and in full compliance with accepted recommendations.”*

Accountability between the two Governing Bodies and the executive branch of UNESCO is established by the Organization’s Constitution, which defines a very solid framework for the actions of the “three organs” and the manner in which they interact. It is materialized in a whole range of official and semi-official reporting actions that create a global “institutional dialogue” among the three organs.

Improving accountability has been the concern of the Governing Bodies and the Director-General almost constantly since the Organization was set up. Much has already been achieved, both at the official “moments of accountability” (the successive sessions of the Governing Bodies) and through the multiple semi-official channels of dialogue that have been instituted over the years, particularly in the recent past.

The official accountabilities revolve principally around the preparation, approval, implementation, monitoring and evaluation of the programme and budget. Here it is worth citing in particular:

- work on improving the quality of EX/4 and C/3 reporting, combined with the resulting amelioration in the quality of the Board’s own reporting to the General Conference;
- the clear improvement in results-based management (RBM) as well as the current emphasis on results-based budgeting (RBB) and the various targets and objectives being pursued under Strategic Direction 1 on programme concentration;
- the work of the Internal Oversight Service as well as of the External Auditors;
- the institution of the experimental Ad Hoc Preparatory Group of the Executive Board to facilitate the Board’s responsibilities for assessing the work of the Secretariat and advising the General Conference on future policy-setting;
- recent successful steps to curtail the duplication of debates between the Executive Board and the General Conference;
- the improvements to SISTER and its greater accessibility to Member States;
- the improved accountability mechanisms within the Secretariat itself up and down the chain of command;

- and most recently the mechanism adopted by the Executive Board (189 EX/Decision 11) for regular meetings among the Heads of the three organs to discuss areas of potential overlap, duplication or tension.

This represents good progress in the direction of the clearer, more relevant and more effective reporting that Member States are calling for in order to improve the pertinence and “macro level” of their own decision-making in the Governing Bodies.

As for the semi-official accountabilities, the recent past has seen a distinct acceleration in the number of briefing sessions for Permanent Delegations on specific subjects, in addition to the Executive Board’s own meetings of information and dialogue with the Director-General; the website has been overhauled and a new dedicated site set up specifically for Member States and their National Commissions; and other meetings, discussions between members of the Secretariat and different regional/electoral groups, and consultations on a host of issues are held as frequently as possible, generating a steady dialogue between Member States and the Secretariat.

There are also certain areas, already identified long since as requiring improvement, on which progress has been slower. The JIU Report submitted under Item 22 at this session follows on from a previous report a decade ago which already signalled the problems of “double governance” in UNESCO. This was again clearly identified in the IEE and is partially the subject of two targets in the Roadmap. In short, there is still a degree of duplication, whether it be between the Executive Board and the General Conference, or between the subsidiary organs of the General Conference and other intergovernmental bodies (i.e. the committees of intergovernmental programmes, the governing boards of category 1 institutes etc.). A study is under way, reported on partly under the Roadmap (Item 34) at this session, to produce a factual compilation of different practices prevailing in various intergovernmental bodies which it is hoped will lead to the introduction of best practices for the sake of efficiency as much as for economies.

The main purpose of this IEE recommendation was to try to develop a clearer understanding of the dividing lines between proper and necessary governance oversight and micro-management, as also between the requirements of neutrality of the international civil service, and lack of transparency or prior consultation of Member States on policy issues. However, since the flux of reporting and policy guidance that is channelled between the governing bodies and the Secretariat can vary, both over time and depending on the subject, a rigidly defined framework could end up increasing the weight of procedures instead of sustaining the flexibility and responsiveness pertaining currently through the combined sense of responsibility of Member States and the Secretariat alike for the Organization’s vitality.

The Director-General believes the Organization is making progress, and that more will come as the effects of the pursuit of many of the other strategic thrusts of the IEE recommendations and the targets of the roadmap take hold. She therefore looks forward to continuing current endeavours and recommends that the Governing Bodies, as well as the Secretariat, keep a constant watch over progress towards achieving clearer and more efficient accountability in accordance with the recommendations of the IEE.



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FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

PART I

REPORT BY THE DIRECTOR-GENERAL

FOLLOW UP TO THE RECOMMENDATIONS OF THE AD HOC WORKING GROUP AND PLANNED ACTIONS OF THE SECRETARIAT

ADDENDUM

COMMENTS BY THE UNESCO STAFF UNION (STU)

Pursuant to Item 2805.7 of the UNESCO Administrative Manual, the UNESCO Staff Union (STU) submits its comments on this report by the Director-General.

STU refers to its comments on document 190 EX/5 Part IV.