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Sustainability of Field Network

Past, Present and Future

Where do we come from? - **Past**

Where are we now? - **Present**

Where do we go from here? - **Future**



Global Meeting of Directors/Heads of Field Offices, Paris, 2 November 2015



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Where do we come from?

- Previous decentralisation strategy in **2001**, 3-tier structure:
- **Regional Bureaux**: ED (4), SC (5), (CLT 2), sectoral expertise, backstopping CO and NO
- **Clusters**: sub-regional and country level programme support
- **National Offices**: criteria – E9, transition, PCPD

- **2004-2009**: DRTF to review progress, measures to optimise.
- **2009**: 182 EX – Report of the DRTF: **2 options**
- **2009**: GC requested **third option** (aligned with UN reform)
- **2010**: TF ‘Optimising Field Operations’





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Where are we now?

- New field structure
- Planned versus actual
- IOS review





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Objectives

Overarching objective: Strengthening field presence

3 Objectives:

- a) Enhance quality and efficiency of service delivery to member states
- b) Ensure more flexible and visible presence at both regional and country level
- c) Improve alignment with UN system wide coherence





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The New Field Structure

- 2-tier structure – regional/national
- Multi-sectoral RB (in fact sub-regional)
- Flexible and adaptable Country presence via:
 - a) Selected Country Offices (strict criteria)
 - b) Desks/Project teams (e.g. UNDAF roll-out, project opportunity)





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The New Field Structure

- Endorsed by 36th GC
- 14 Multi-sectoral Regional Offices (5 in Africa, 3 in ASPAC, 3 LAC, 2 Arab States, 1 Europe and North America)
- Critical mass of expertise
- Admin, KM, PCPD platforms
- Phased implementation





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Criteria for Location of FO

Regional

- Coherence with regional UN/RECs
- Facilities offered by MS
- Logistical issues (airlinks, internet)

National Offices

- Special context (PCPD, Cost effectiveness, e.g. Brazil)

Desks

- Flexible
- Opportunity driven (EXB)





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Planned versus actual

- Financial crisis – 507 mln budget scenario compromised full implementation
- Phase 1 – only Africa
- Delayed start of implementation (2014)
- Planned capacity gains for RO not achieved
- Admin/KM/PCPD platforms not implemented





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IOS Review

- Requested by EXB
- To draw early lessons from field reform implementation in Africa
- Inform DG and EXB to allow necessary adjustments
- Period: Jan- July 2015
- Recognition that it is early to identify impact/outcomes



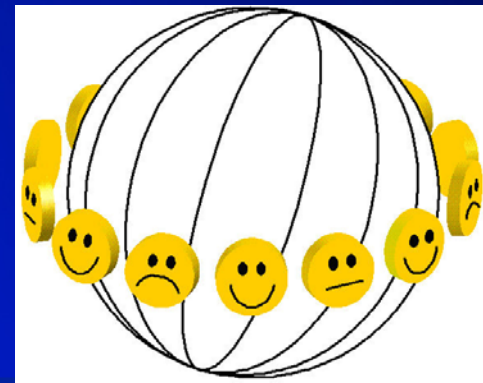


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Findings

Strategic issues:

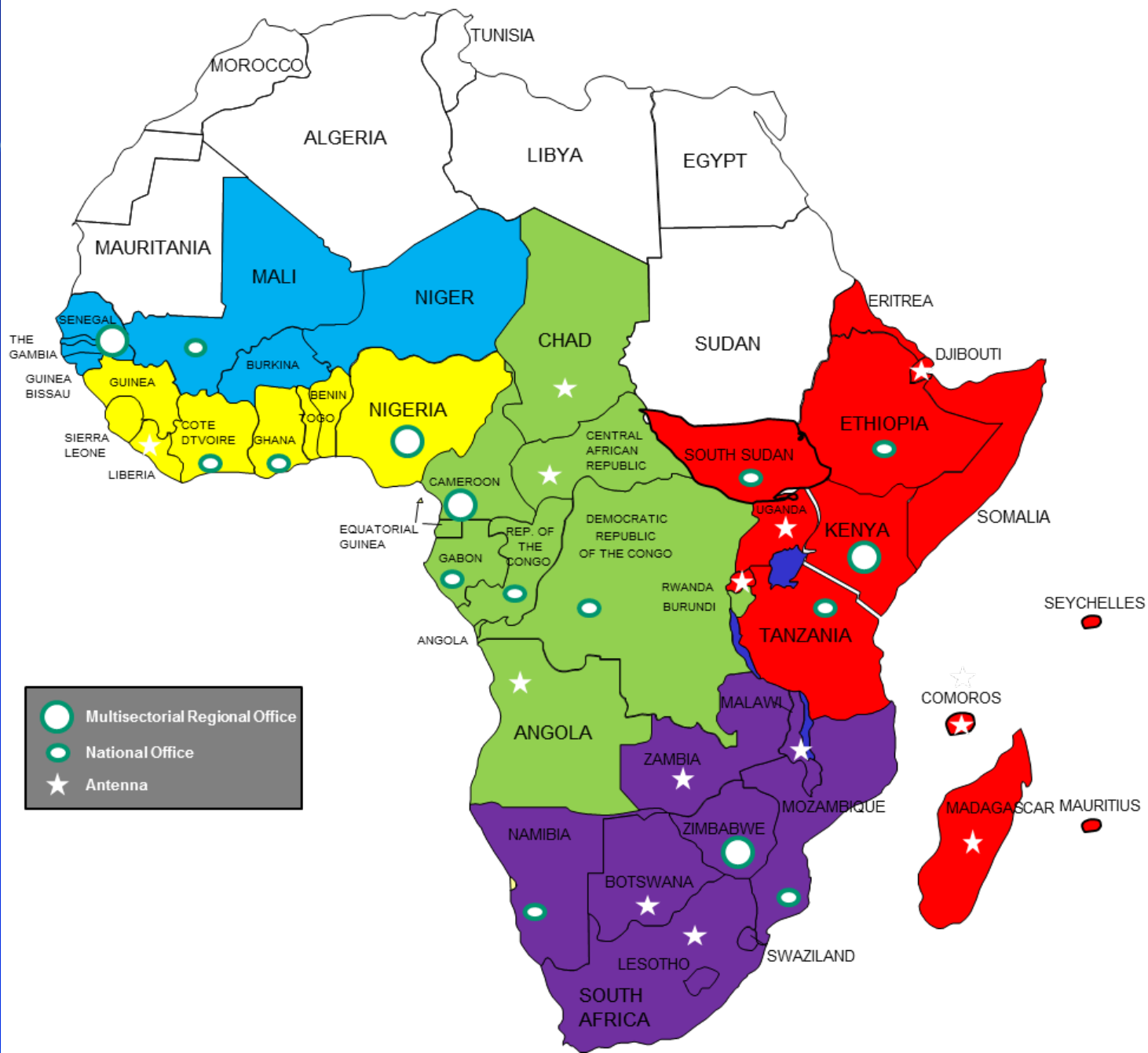
- Main goals of reform remain pertinent
- Reform was not complemented by a strategy and implementation plan.
- AFR department role in management reform unclear
- Rationale behind structure NOs not clear – not in line with approved criteria
- Location ROs in AFR not in line with criteria
- No sharpened programme focus (yet)



UNESCO's Field Presence in Sub-Saharan Africa



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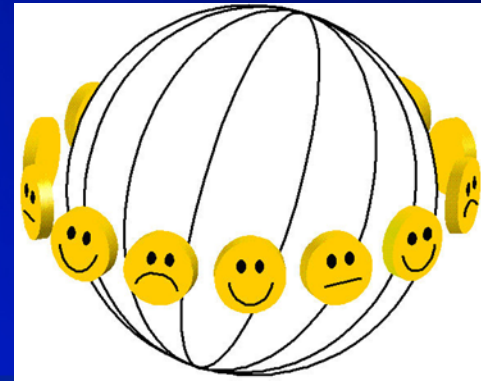


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Findings

Financial and Human resources issues:

- Field Reform AFR was challenging due to financial resource limitations
- Strategic allocation of financial resources not evident
- Ambivalent and ad hoc approach to EXB practices
- Regional large EXB projects managed by HQ Sectors
- Field reform did not benefit from a HR strategy
- Dispersion of HR capacity, loss of critical mass
- Uneven presence of sectors (lack of SHS/CI)



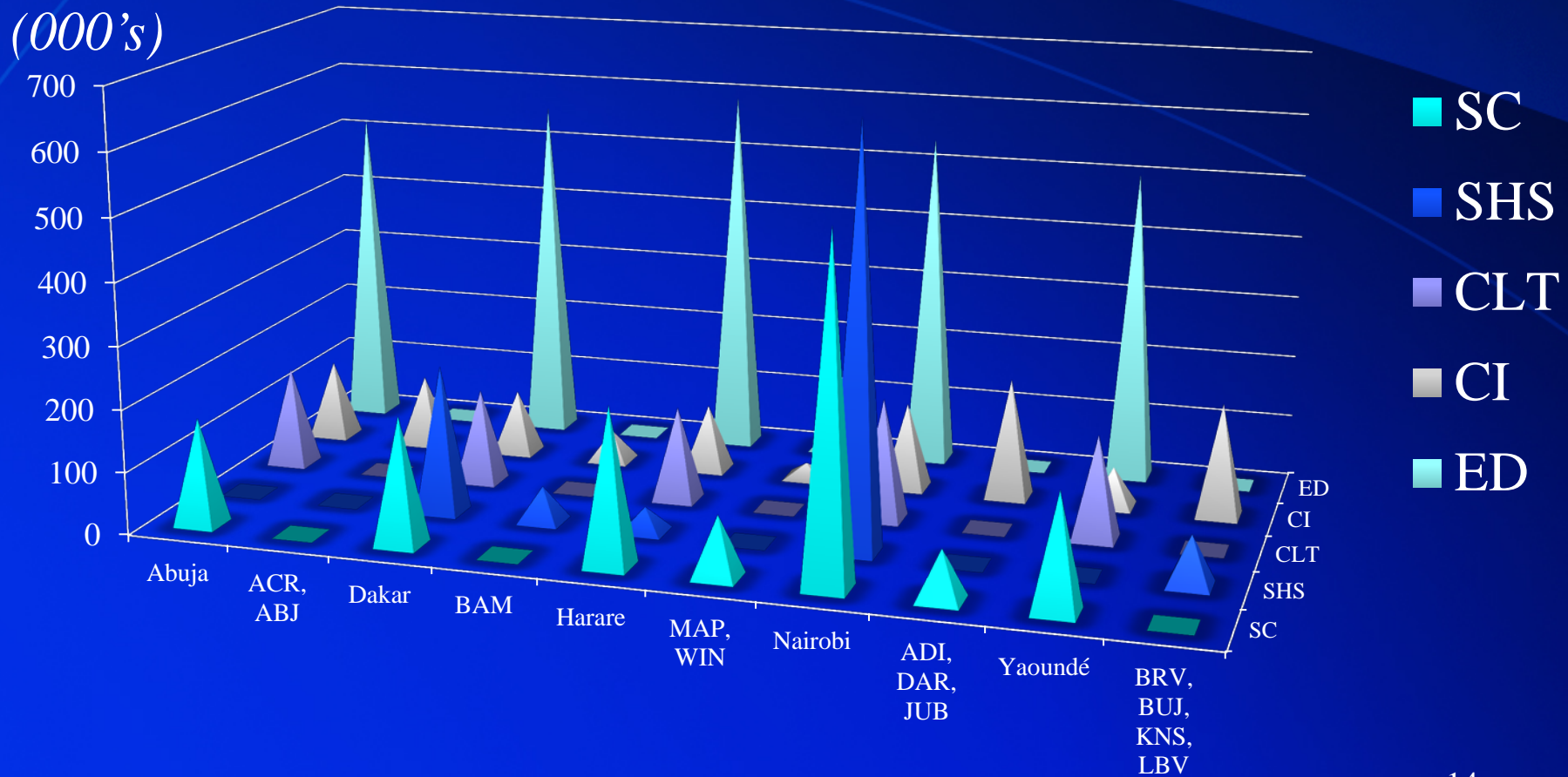


MRO Staffing - Planned vs. Actual

Functions	Indicative MRO	Abuja	Dakar	Harare	Nairobi	Yaoundé
Management	D2 or D1, P5, P1/P2, L5, L4	D1, L5, L3	D2, L6, L5, L4, 2 L2	D1, L6, L3	D1, P3, L6, L3, L2	D1, L6, L2
Programmes: ED, SC, SHS, CLT, CI	2 P5, 5 P4 or P3, 5NPO	P5, 2 P4, 3 P3, NOB	8 P4, 3 P3, 2 NOC	2 P5, 3 P4, 3 P3, NOA	P5, 7 P4, 2 P3, NOA, NOC	1 P4, 5 P3, NOA
Prog. Assistants / support	5 L4	2 L4	2 L5	2 L4	2 L4	2 L4
PCPD unit	P5, NPO, L6	<i>Not implemented</i>				
Prog. Evaluation & knowledge mngmt	P5, P3, P1/P2, NPO	<i>Not implemented</i>				
Administration	P3, L7, 2L6, 4L2	P3, L6, 2 L5	P3, 2 L6, L4, L3, L1	P3, L6, 2 L5	P3, L7, L5, L4, L1	P3, L6, 2 L5
Regional Admin Platform (Addis)	P4, P3, P1/P2, NPO, 3L7, L5	<i>→ Not implemented</i>				
Total	37 (+ 8)	16	27	18	24	16

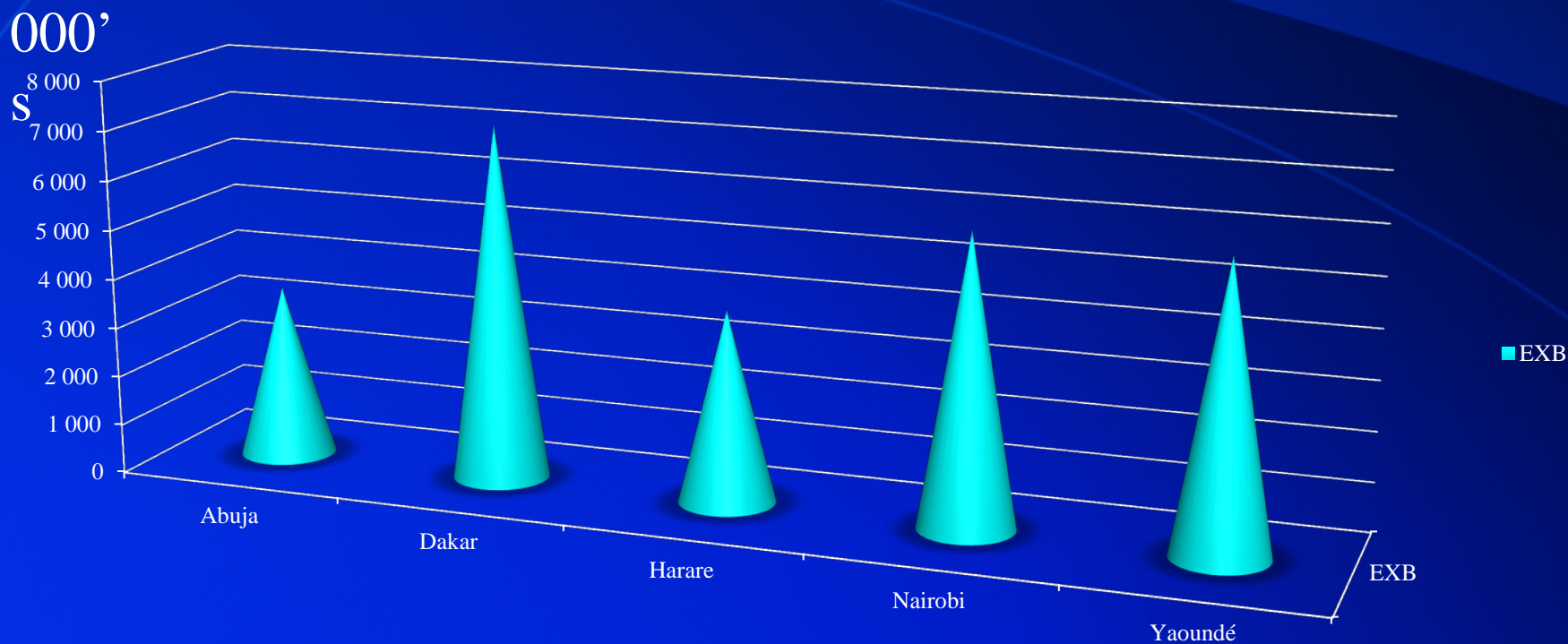


37C5 RP Funds by FO





37C5 EXB Funds by RO



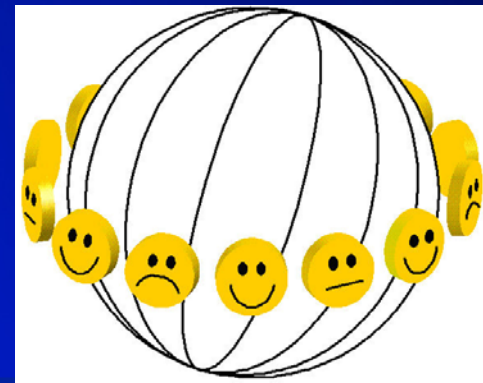


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Findings

Accountability framework:

- Accountability framework not well understood, reporting lines confusing/complex
- Improvements seen between NOs and ROs
- Financial accountability for EXB projects is ad hoc; ownership in the field is lacking with regional and global projects
- Absence of central coordinating mechanism (BFC in the past), has created a vacuum





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Strategic Considerations

- Further consolidation of presence
- For future reform of the field network, develop an implementation strategy and plan
- Redefine the role of Africa Department, HQ, etc.
- Prioritization: fewer strategic priorities
- Comprehensive extrabudgetary strategy
- Develop a clear and simple accountability structure
- Consider implications of the Post-2015 agenda (growing importance regional level, S-S cooperation)





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Where do we go from here?

- **IOS report presented to 197 EX**
- **Management response**
- **External evaluation started (199 EX)**
- **Continued financial pressure**





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Questions

- How can we fix weaknesses identified in field reform AFR? short term, medium term?
- How achieve better alignment with UN at regional level?
- Do we need to align with RECs? Can we?
- Was it wise to do away with cluster offices?
- Are the new RO actually large clusters?
- What are the criteria for NO? How achieve flexibility?
- Can Sector managed EXB projects be decentralised to FO?
- How achieve critical mass of expertise in each region?
- Can we afford to operate under two different field structures?





Regional Office for Southern Africa

Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe

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