



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

UNESCO and UNITED NATIONS REFORM

1. THE SETTING

1. The UN's key comparative advantage and specificity lies in its universality, neutrality and multilateralism, in its promotion of core values and principles endorsed by its Member States, and in its legitimacy at country level "as a neutral, objective and trusted partner for both recipient countries and donor countries" (TCPR 2004). The diversity of the UN System is a source of strength, vitality and relevance in the contemporary world.

2. Another strength of the UN lies in its sectoral expertise, which resides in the Specialized Agencies. The breadth and depth of this expertise enables the UN system to rally expertise for a multitude of complex and intrinsically multidisciplinary issues arising from globalization and other challenges.

3. One of the comparative advantages of Specialized Agencies, and possibly the defining element, is their ability to integrate normative work and operational analysis and approaches – globally, regionally and at country level -, thus establishing a "feedback loop" between the normative and the operational.

4. Reform is crucial to ensuring the continued relevance, coherence and effectiveness of the UN system and its contribution to the attainment of national and the internationally agreed development goals, including the MDGs. Specialized Agencies are fully committed to the objectives of UN reform, in particular increased system-wide coherence, addressed in the report of the Secretary-General's High-level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment – though coherence is not an end in itself. UN reform provides an impetus to improve the delivery and responsiveness for the benefit of Member States and the lives of people everywhere.

5. The commitment to UN reform is directly linked to the far-reaching reforms each agency has undertaken over the years, aimed at sharpening the focus of its work in its core mandates; aligning programmes to support more effectively the achievement of national priorities and all relevant internationally agreed development goals and related covenants; forging strategic partnerships with national governments, other UN organizations, civil society and the private sector in order to strengthen synergies and enhance development impact; and contributing to improved collaboration, in particular through system-wide coordination under the umbrella of the UN System Chief Executives Board for Coordination (CEB). Further changes will be required in management and funding arrangements in order to realize the vision of a more effective and coherent United Nations system.

6. In the process of reform, all members of the UN System will have to change in a concerted and consultative manner, abandoning a system that has grown without a master plan or concern for coherence and compatibility, creating fragmentation and overlaps.

7. Efforts will be required to achieve a more coordinated and coherent UN system response to country-level needs. Coherence must be ensured at all levels: intergovernmental, inter-agency, at country level, and within each organization,

globally, regionally and at country level – as well as vertically among donors. At country level coherence requires strong commitment by the national government, full support by the donor community and active engagement by the UN family.

Issue	Possible action	To be addressed by	Priority/ Timeframe
While maintaining own mission and focus, collaborate with all UN organizations, in particular, with the group of Specialized Agencies (SAs). Define and advocate UNESCO's added value both as concerns upstream and downstream action.	1. Define UNESCO's key messages and comparative advantage both at the global and country level. 2. Identify opportunities and strategies to assert/retain leadership. 3. Develop a common position with the SAs. 4. Advocate the importance of UNESCO's contribution in the design stage of UN country-level programming.	BSP, in cooperation with programme sectors, eventually BPI for broader dissemination. Field Offices for 3&4 in particular.	High: throughout 2007.

8. UNESCO's successful participation in the UN reform process requires house-wide mobilization, including central services, programme sectors and Field Offices. UNESCO needs to stay vigilant, monitoring the developments and actively participating in the various processes and fora.

2. ONE UN – DELIVERING AS ONE

9. The One UN initiative is an essential step towards achieving greater in-country UN System coherence and, in that context, the importance of efforts to reach a common understanding of the One Programme, One Budgetary Framework, One Leader and One Office must be underlined – responding to the UN General Assembly resolution on the 2004 Triennial Comprehensive Policy Review of Operational Activities (TCPR) and in the spirit of the recommendations contained in the High-level Panel Report on UN System-wide Coherence. The Specialized Agencies are committed to contributing fully to the eight One UN pilots launched in January 2007.

10. For the operationalization of the One UN approach, the various dimensions and constellations related to the "Ones" need to be explored and tested, while recognizing that not all "Ones" lend themselves to implementation at the same time. Form should follow substance. The pilots shall serve to experiment with and draw lessons from several different ways of working as "One" at country level, helping to define what One UN shall actually imply. As such, the pilots should be regarded as experiments subject to review and evaluation, not as binding precedents or models to be transposed to other countries. The actual rollout calendar will be established upon the completion of the evaluation.

11. In particular, delivery will have to be modulated depending on the level of development of each country, hence there will be different approaches and modalities for least developed and middle-income countries. It is important to acknowledge that "one size does not fit all". The UN System will have to preserve

its flexibility to devise different solutions and modalities for action that is demand-driven.

12. The One UN initiative at country level must be based on the following principles:

- a. It must be nationally-owned and led;
- b. It must be inclusive of all constituent parts of the UN System, including non-resident agencies, bringing together the entire range of analytical, normative and technical expertise of the UN system;
- c. The level of financial contributions is not a relevant factor for inclusion or not in One UN schemes. What counts is thematic and sectoral competence and inputs;
- d. Recognition of the diversity of the broader UN System as a source of strength for the benefit of Member States;
- e. Respect for mandates, thematic leadership, sectoral expertise and competences of Specialized Agencies, avoiding the creation of parallel or competing capacities, including for issues subsumed under the cross-cutting themes identified in the HLP report;
- f. Avoidance of any kind of two-track processes at the country level (e.g. One Plan and One Plan plus);
- g. Establishment of a "firewall" for UNDP, separating the function of the Resident Coordinator (RC) from the programme function of the Resident Representative of UNDP (cf. 1.2.3).

Issue	Possible action	To be addressed by	Priority/ Timeframe
Give clear guidance to FOs as concerns UNESCO's position on the One UN concept.	1. Analyze the HLP report recommendations and monitor intergovernmental deliberations (UNGA) as well as developments on the ground. 2. Contribute to undg and CEB discussions operationalizing the One UN concept and its four dimensions. 3. Prepare guidance.	BSP and BFC in cooperation with WG on UN reform, Field Offices, ADGs, BPI	ongoing

Issue	Possible action	To be addressed by	Priority/ Timeframe
Allocate a budget that Regional and Cluster Offices, as well as HQ could use to dispatch experts missions to backstop UNDAFs, One UN plans and other efforts.	2% allocation of 33C/5 programme resources to be allocated for joint UN programming efforts (DG decision)	BSP in cooperation with BB, BFC, Decentralization Task Force, Field Offices	DG's instructions on modalities to be issued

2.1 ONE PLAN/ONE PROGRAMME

13. The content of the One Plan/Programme must be a coherent programme of action, negotiated with government representatives, and respectful of the responsibilities of line ministries, especially those in education, health, agriculture, labour, science, culture, industrial development, information and communication. Defining a common UN plan/programme to support national development goals will be a strategic task, serving as the central entry point for the "One UN" processes. The One Plan/Programme must address strategic objectives and make strategic choices, replacing the UNDAF approach of accumulating different deliverables. It shall aim at improved coherence, better alignment with national priorities and their response to global priorities, synergies, better links to normative issues and better fund mobilization prospects. Each organization shall have the opportunity to contribute to the One Plan/Programme through its domains, irrespective of the amount of funding it will be able to commit for a particular deliverable and through joint programmes with other agencies, funds and programmes.

2.1.1 Adapt C5

Issue	Possible action	To be addressed by	Priority/ Timeframe
Demonstrate that C5 takes UN reform parameters on board	1. C5 to clearly demonstrate linkages to MDGs and other internationally agreed development objectives; 2. Include information on programming at country level.	BSP in cooperation with BB, programme sectors	C5 prepared, linkages to internationally agreed development goals, including MDGs, demonstrated

2.1.2 Develop key sectoral messages

Issue	Possible action	To be addressed by	Priority/ Timeframe
Every sector to identify key messages/issues to assist FOs' participation in UNCT activities and programming and to advocate with RCs and UNCT.	Action requested in the C4 blue note (para22) "Sector ADGs are requested to provide specific policy guidance and support to our FO directors by preparing "messages" that can be used to explain what UNESCO can offer in terms of its action at the country level, as well as summaries of relevant good practices illustrating UNESCO's core competencies and contribution to national development programmes."	BSP in cooperation with programme sectors, Decentralization Task Force, Global meeting of Senior staff, eventually in cooperation with BPI for broader dissemination.	Blue Note (deadline: 14 November 2006), action to be completed for the next DRTF meeting on 18 June; BSP circulated a note with first versions on 29 May.

2.1.3 Engagement at country level

Issue	Possible action	To be addressed by	Priority/ Timeframe
Participate in CCA/UNDAF exercises; take the lead in the field of education and culture within country programming; strive towards a better link between country strategic documents and C/5. Consider extending UNESS modality to other sectors.	1. Share best practice among programme sectors; 2. Produce a template to be able to produce plans both vertically (sector programming) and horizontally (country plans); 3. Choose a number of pilot countries for the preparation of UNESCO country programming documents as a starting point and input to the UNDAF (or UNDAF revision)/One UN Plan exercises, beginning with 8 One UN pilot countries and 2007 UNDAF rollout countries; 4. Participate in the UNDAF exercises; 5. Advocate for a comprehensive UNDAF that integrates all UN agencies and issue instructions to the FOs thereon; 6. Become part of the UNDAF readers' groups; 7. Consider the possible replication of the UNESS approach to other sectors and engage with	BSP in cooperation with Decentralization Task Force, programme sectors, SISTER, FO Heads	High, throughout 2007

	other agencies to develop UN-wide strategies; 8. Take the annual RC Work Plan reports into account in C5 preparation.		
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2.1.4 Regional and sub-regional programmes

Issue	Possible action	To be addressed by	Priority/ Timeframe
In the light of country-specific programming, how to handle regional and sub-regional programmes		BSP in cooperation with Decentralization Task Force, programme sectors, SISTER	High, throughout 2007

2.1.5 FO staff: be proactive and advocate

Issue	Possible action	To be addressed by	Priority/ Timeframe
Build Field staff's capacities to be able to advocate UNESCO's fields of competencies and added value and participate actively in the elaboration of UNDAFs, One UN initiatives, joint programmes and other common UN initiatives at the country level.	1. Provide key messages and material; 2. Capacity-building of Field staff for cooperation within UNCT. 3. Refine UNESCO staff's performance criteria taking into account contributions to UNCT. 4. Review also selection process in this perspective.	BSP and HRM, in cooperation with Decentralization Task Force, BFC, programme sectors, Field Offices, BPI	High priority for the FOs' participation in One UN pilots and in the preparations of UNDAFs; medium-term for the other FOs

2.1.6 Participate in country programming as non-resident agency (NRA)

Issue	Possible action	To be addressed by	Priority/ Timeframe
1. Strategy and guide to be developed for (cluster) Field Offices on how to participate in country programming when UNESCO is a	1.1 Share best practices of FOs; 1.2. Prepare a strategy and guide on how to participate. 2.1. Create a pool of expertise at HQ and/or Regional Offices' level; 2.2. Create mobile teams to be drawn upon in case of need; 2.3. Work through other resident agencies, e.g. by posting NPOs at UNRC offices. 2.4. Consider how to use UNESCO's various networks of National	1. BFC in cooperation with BSP, Decentralization Task Force 2. BFC in cooperation, with Decentralization Task Force, BSP,	1. medium-term: 1.1 All through 2007 (UNDAF, One UN Pilots, Joint Prgs); 1.2. Dec. 2007 (on the basis of 2007 UNDAF & One UN Pilot

NRA. 2. Consider different forms of ensuring UNESCO's presence in countries where UNESCO is NRA	Commissions and of National Committees of MAB/IHP/WHC/IGCP/IBSP/MOST/ASP etc.	programme sectors	exercises) 2. medium-term: 2.1. Dec. 2007 (on the basis of 2007 exercise); 2.2. & 2. 3. for 34C/5 (funds foreseen); 2.4. Dec. 2007 (outcome of the 2007 exercise)
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2.1.7 HQ Culture

Issue	Possible action	To be addressed by	Priority/ Timeframe
Change the culture at HQ vis-à-vis FOs to be more field-oriented and -supportive.	1. Promote FO success stories; 2. Increase HQ measures to backstop or support FO; 3. Lessons learned from rotation policy; 4. Link to promotion and prestige, targeting in particular junior professionals.	BPI in cooperation with HRM, College of ADGs	long-term

2.2 ONE BUDGETARY FRAMEWORK

14. The One Plan/Programme must be complemented by rigorous cost estimate of its implementation, showing funds available from regular and extra-budgetary resources of all participating organizations as well as funding gaps for end deliverables. A particular task will be to identify gap to be funded from donors (bilateral donors, Bretton Woods Institutions, regional development banks and new global non-UN institutions and funds) through a country-level coherence fund.

2.2.1 Country Coherence Funds

Issue	Possible action	To be addressed by	Priority/ Timeframe
The scope of the funding mechanism should include all internationally agreed development goals responding to national priorities.	Advocate through the UN and One Pilot Governments, as well as MSs at large	BSP in cooperation with ODG, ERC, BB, DCO, Programme Sectors concerned	Ongoing: The DG has raised it in his bilateral meetings with UNSG and UNDP Administrator as well as with representatives of MSs.

2.3 ONE LEADER

15. The Resident Coordinator needs to serve as impartial guardian of UN diversity. Hence the need for a strong firewall between RC and UNDP in order to avoid even the appearance of a conflict of interest, to be complemented by a code of conduct. There is a need to develop a common understanding of the extent to which an RC can be the sole interlocutor of the highest authority of a country, especially in emergency situations. It must be acknowledged that any leadership role must be seen to be entrusted “among equals”. Trust and teamwork are critical for the success of the entire reform initiative. In this respect, earlier decisions by the UNDG Executive Committee will have to be reviewed to ensure that they can be acceptable to all and address all conceivable situations. Specialized Agencies must be able to maintain direct contacts with their line Ministers.

2.3.1 UNDP’s firewall

Issue	Possible action	To be addressed by	Priority/ Timeframe
Need to argue in various fora for a firewall in line with criteria acceptable to SAs	1. Participate in discussions on the delinking of the functions of Res.Rep. and RC; 2. Review the existing agreement with UNDP; 3. Move towards formalization of “strategic partnership” with UNDP.	BSP and HRM, in cooperation with BB, DCO, ERC, BFC	1. Ongoing; 3. The DG raised the question with UNSG and UNDP Administrator in Feb. 2007; ongoing.

16. Progress made with regard to the selection of RCs and the accountability process in terms of an annual (180 degree) assessment of RC and agency representatives is encouraging. Regional Directors have an important role to play in that regard and we need to work towards devising acceptable solutions for those agencies, like UNESCO and FAO, that do not fit into the Regional Directors’ team approach.

2.3.2 Regional level

Issue	Possible action	To be addressed by	Priority/ Timeframe
Consider potential implications of HLP report recommendations calling for more importance to regional level structures	1. Review the Regional Directors Teams of ExCom agencies to see whether and how UNESCO could participate in Regional Directors meetings and have an impact; 2. Consider the implications relating to UN Regional Commissions' normative functions, resource allocation at the country- and regional level; 3. Follow and participate in the proposed evaluation to be undertaken.	BFC in cooperation with BSP	throughout 2007

17. The Specialized Agencies will offer dedicated training for both RCs and country team staff with a view to fostering their knowledge and understanding of the range of competences residing in the UN system and relevant to a One UN Plan and other programming exercises at the country level.

2.3.3 Selection, appraisal and training of Resident Coordinators

Issue	Possible action	To be addressed by	Priority/ Timeframe
1. Participate and contribute to the selection, performance appraisal and training of RCs; 2. Interact and work more closely with RCs so that they are aware of UNESCO's fields of competences and can take on board UNESCO's competencies.	1 Participate in the selection and clearance process of the UNRC; 2. Contribute to the improvement of the RC induction process that would be more inclusive of the mandates of SAs; 3. Review UNESCO's internal administrative modalities so as to adapt to the role to be assumed by the RC; 4.Participate in the discussions on the RC job description and accountability framework; 5. Key messages and material to be shared with UNCTs; 6. Provide training to RCs and UNCTs.	HRM in cooperation with BSP, BFC, BPI, ERC, programme sectors	on-going

2.3.4 Appraisal of the UNRC and members of UNCT

Issue	Possible action	To be addressed by	Priority/ Timeframe
Need to participate in appraisal exercises within the UNRC system and align UNESCO's Performance Assessment System (PAS) for Field Office Directors	1. Participate fully in UNRC appraisal; 2. Participate in the discussions on the proposed improvements for the 180° exercise; 3. Coordinate the participation of UNESCO Field Directors in the 180° exercise; 4. Integrate the results of the 180° exercise in the UNESCO PAS for Field Directors.	HRM in cooperation with BFC	1. on-going; 2. in 2007; 3. at the end of 2007; 4. at the end of 2007

2.3.5 Submit candidates to RC system

18. UNESCO as other Specialized Agencies will have to make efforts to identify and submit more nominations for the Resident Coordinator pool.

Issue	Possible action	To be addressed by	Priority/ Timeframe
Promote and train staff in view of presenting candidatures for UNRC posts.	1. Identify potential candidates; 2. Train	HRM in cooperation with BFC, Field Offices	1. Two candidates identified; 2. In 2007

2.4 ONE OFFICE

19. The challenges related to the One Office comprise an integration of common services and the harmonization of management/business practices, as well as the creation of a single joint office, where appropriate.

2.4.1 FO staff: Directors' profile

Issue	Possible action	To be addressed by	Priority/ Timeframe
The profile of FOs Directors needs to reflect their responsibility to represent UNESCO in the country programming exercises.	Adapt job descriptions, accountability framework and recruitment policy to reflect their new role within the UNCT.	HRM in cooperation with BFC	end of 2007 in order to be implemented next biennium

2.4.2 FO staff: Professional staff's profile

Issue	Possible action	To be addressed by	Priority/ Timeframe
Professional staff should be able to provide concrete contributions to country programmes	Adapt job descriptions, performance assessment and accountability frameworks to reflect programme sectors' and FO Director/Head's respective responsibilities.	HRM in cooperation with BFC, programme sectors	First year of the next biennium

2.4.3 FO staff: support

Issue	Possible action	To be addressed by	Priority/ Timeframe
Consider designating an Assistant to FO Director to work full time on country programming.		BFC in cooperation with HRM, Decentralization Task Force	long- term: No resources available

2.4.4 Harmonize HR policies

20. A particular challenge will be to mobilize staff around jointly shared themes rather than on the basis of programmes of individual agencies. Specialized Agencies are committed to providing training to staff and orienting future recruitment with a view to ensuring that their skills, competencies and attitudes will lead to an effective engagement in the One UN teams.

Issue	Possible action	To be addressed by	Priority/ Timeframe
Adapt the HR policies which have as yet not been aligned with those of the UN.	Review the contracts of international and national professional staff in order to align them with ICSC framework as well as contracts and entitlements of locally recruited temporary personnel to align them with UN practices in the field.	HRM in cooperation with BFC	in 2007-08

2.4.5 Rotation

Issue	Possible action	To be addressed by	Priority/ Timeframe
UNESCO needs flexibility in managing Field staff according to the changing needs; rotation needs to become mandatory to all international staff.	Adapt the rotation policy.	HRM	end of 2008

2.4.6 Harmonized management tools/business practices

Issue	Possible action	To be addressed by	Priority/ Timeframe
Corporate position to be developed	Develop corporate position on the recommendations concerning administrative rules and procedures, ICTs, IPSAS, evaluation, harmonized cash flows and shared procurement services.	ADM in cooperation with DIT, DCO, IOS, BB	Working Group on Administrative Implications of the One UN set up to monitor the Harmonized Project Management Guidelines in the One UN pilots and make the necessary adjustments for UNESCO to join the common services.

2.4.7 Legal documents/memoranda of understanding

Issue raised	Possible action items	To be addressed by	Priority/ Timeframe
Review the existing agreement with countries and MoUs with UNDP and other agencies to ascertain the exact terms and delineation.		ERC in cooperation with HRM, ERC, BFC, LA, DCO, BB, BSP	short-term

2.4.8 Monitoring

Issue	Possible action	To be addressed by	Priority/ Timeframe
Oversee what is happening in the Field (to determine the real need for human and financial resources).	Establish system to report developments and stay up-to-date.	BFC in cooperation with BSP, BB, HRM, ADGs, Working Group on UN reform	medium-term: end-June 2007 (outcome of the DTF)

2.4.9 Learn from experience

Issue	Possible action	To be addressed by	Priority/ Timeframe
Share good FO practices. Get UNESCO best practices as benchmark.	1. BFC to propose a format that would facilitate comparison between the various FOs; 2. Establish an e-forum to be monitored by Field Directors on a rotational basis; 3. Identify best practices to disseminate within the UN.	BFC and ODG in cooperation with HRM, BB, ADM, IOS, BSP, DCO	short-term; web-sites under development.

2.5 NEW FEATURES

2.5.1 Communicating as One

Issue	Possible action	To be addressed by	Priority/ Timeframe
Develop a position and guidance to Field Offices as concerns the issue of Communicating as One, in particular the establishment of UN Communications Teams/Groups in One UN pilots	Consult counterparts in Specialized Agencies with a view to finding a common ground; advise Field Offices	BPI, in cooperation with BFC, BSP, Field Offices, ODG	High: throughout 2007

2.5.2 Evaluation

Issue	Possible action	To be addressed by	Priority/ Timeframe
Proposed evaluation of the One UN pilots as a whole and from UNESCO's perspective.	1. Identify modalities for evaluation on a fast-track basis by UN Evaluation Group. 2. Establish base-lines and performance indicators. 3. Assess results and draw lessons from the evaluation of the pilots for future rollout.	IOS in cooperation with BSP, BFC and BB (budgetary framework), the concerned Field Directors, as well as with other UN organizations, in particular Specialized Agencies, HLCP and HLCM.	High; Throughout 2007.

3. PROGRAMME

3.1 Environment: building a global consensus and capacity for action

21. As regards the environment, the High-level Panel called for coordinated multilateral action to promote environmental sustainability. UNESCO endorses the recommendation to strengthen environmental governance and to increase coherence. UNESCO is committed to further reinforcing cooperation on thematic bases and ready to support increased partnerships with a dedicated agency at the centre, as proposed by the Panel.

22. There still needs to be a much more thorough analysis of the current UN mandate and action in the environment. An enhanced and streamlined system of global governance for the environment will require the strengthening of UNEP's coordinating role. It is certainly not acceptable to have over 600 independent multilateral environmental agreements, many with their own governing bodies and secretariats. UNEP definitely needs to be in the position to coordinate their implementation. In this regard, UNESCO welcomes the Panel's proposed independent assessment of international environmental governance within the UN system.

23. A number of Specialized Agencies have a clear and unique mandate in the environment, in addition to well developed operational and normative programmes. This subject deserves more detailed examination, not least with respect to the effective self-coordinating efforts that already operate within the UN system (such as UN-Water and UN-Oceans, in both of which UNESCO plays a key role). It would be an error to assume that the role of more than 25 agencies in the area of freshwater for instance should be merged into a single programme or organization. UNESCO will contribute to the debate on the results of a mapping of the existing UN organizations in the environment, water, ocean and energy fields.

Issue	Possible action	To be addressed by	Priority/ Timeframe
UNESCO's position to be defined and advocated	1. Through internal mapping, identify areas where UNESCO has an added value and can deliver; 2. Define areas in which we consider ourselves in a leading position and how our comparative advantage could be asserted (e.g. water, oceans, disasters), develop a corporate policy and advocate this position; 3. Advocate a wider definition of environment that includes educational and cultural aspects; 4. Follow and participate in the proposed governance evaluation to be undertaken.	SC and IOC, in cooperation with BSP, ED, CLT, BPI, ODG	High: throughout 2007. 1. UNESCO prepared the mapping of the environment-related activities of the UN system. 2. UNESCO contributed to environment-related chapters of the WMO-led position paper.

3.2 Humanitarian assistance

24. With regard to humanitarian assistance, UNESCO welcomes the Report's recognition of the importance of greater coherence in the transition from humanitarian assistance to reconstruction and development in post-conflict and post-disaster situations, as well as the need to address the root causes of conflict.

25. Ensuring a smooth transition from relief to recovery and development is critical. UNESCO's own action addresses the human and institutional, rather than the physical, aspects of recovery and reconstruction. We promote a comprehensive approach in this area, providing educational, cultural and media services, as well as addressing threats to cultural and biological diversity. In addition, UNESCO seeks to make disaster prevention an integral part of post-disaster reconstruction by promoting early warning systems. The Indian Ocean Tsunami Early Warning System is a good example of this.

26. UNESCO is determined to strengthen its activities and involvement in humanitarian assistance, especially in the early recovery phase. In order to enhance our capacity to participate in the increasingly integrated approach to post-conflict and post-disaster situations, we are seeking membership on the Executive Committee for Humanitarian Affairs (ECHA). The latter provides strategic advice to the Secretary-General on the UN's humanitarian response.

Issue	Possible action	To be addressed by	Priority/ Timeframe
UNESCO's position in the field of humanitarian affairs to be defined and advocated	1. Need to assume a strong role in long-term peace building in PCPD situations; 2. Allocate human and financial resources; 3. Advocate UNESCO's added value in its fields of competence; 4. Position itself vis-à-vis UNDP and OCHA; 5. Develop a strategic relationship with UNDP; 6. Take a policy decision as to whether to become part of the Inter-Agency Standing Committee (pending necessary resources) or other inter-agency mechanisms that might be created; 7. Focus on the early recovery part which is a new concept in the UN and thus offers opportunities; 8. Advocate for UNESCO to be part of the UNDG discussions on humanitarian assistance. 9. Identify necessary decisions on PCPD.	BFC/CPO, in cooperation with Task Team on PCPD, GLO, NYO, ODG, BSP	1./2. Spring 2007: 34 C4/C5, mission to PBSO: done; 3. Fall 2007: ExB endorsement of strategy; Before end 2007: info. brochure; throughout 2007: op. partnerships with key UN agencies; 4./5./6. spring 2007: Letter to Mr Holmes requesting membership in ECHA: done; 7. by summer 2007: UNESCO project profiles devised for CAPs; summer 2007: UNESCO participation in early recovery cluster to be ascertained. 8. Done; 9. Done

3.3 CROSS-CUTTING ISSUES

27. Transversal issues addressed by the HLP Report - the best way to promote gender equality and sustainable development - are of huge interest to UNESCO. The coordination of these cross-cutting issues is proposed to be entrusted to UNDP.

3.3.1 Gender equality

Issue	Possible action	To be addressed by	Priority/ Timeframe
Promote gender equality in (i) programmes; (ii) human resources	1. Define gender as a priority in C4; 2. Translate this priority into concrete actions and results through (i) Action Plan for Gender Equality in C4 (2008-2013) (cf. ExB amendments to draft 34C/4); (ii) C5 and workplans with appropriate allocation of funds.	BSP, in cooperation with Programme sectors and Field Offices, HRM	1. Short-term: done; 2 (i) for 2008; 2(ii) ongoing

3.3.2 Sustainable development

Issue	Possible action	To be addressed by	Priority/ Timeframe
Risk for UNDP to "enter through the back door" into thematic sectoral areas which it had abandoned in the process of firewalling.	1. Seek to clarify the focus and demarcation lines for "sustainable development" to avoid mission creep by UNDP. 2. Advocate for the acknowledgement of UNESCO's lead role in ESD and other pertinent SD areas.	BSP, in cooperation with Programme sectors concerned, ODG	short-term

3.4 MEMBER STATES

28. National ownership and leadership must be paramount for all UN System activities in country. UN support must build on existing national capacities and empower countries and their people to manage change.

3.4.1 Developing countries

Issue	Possible action	To be addressed by	Priority/ Timeframe
Induce developing countries to advocate for UNESCO and our agenda; ensure UNESCO's fields of competencies to be included in country programming, if part of national development priorities; use National Commissions to channel and advocate as a means of building country ownership.	Establish and maintain relationships with line Ministries, National Commissions and delegations	ERC, BSP, BFC and AFR, in cooperation with programme sectors, ODG, Field Offices	Ongoing

3.4.2 Donor countries

Issue	Possible action	To be addressed by	Priority/ Timeframe
Given the contradiction between what donor countries say (coherency!) and how they act (90% of earmarked funding), we need to steer them so as to have their contributions aligned with our programming priorities. Monitor aid effectiveness developments.	1. Work with delegations; 2. Follow the donors' funding policies as regards the One UN.	ERC/CFS, in cooperation with BSP, BB, programme sectors	Ongoing

4. GOVERNANCE ISSUES AND UN SYSTEM-WIDE MECHANISMS

4.1 Sustainable Development Board

Issue	Possible action	To be addressed by	Priority/ Timeframe
Analyze the extent of the SDB's decision-making authority over UNESCO's programme and budget approved by our governing bodies	1. Consult LA; 2. Consult UNESCO's Governing Bodies	ODG and BSP in cooperation with LA, SCX, SCG	1. Done; 2. short-term. HLP recommendations under discussion at the UNGA.

4.2 UN system-wide coordination mechanisms

Issue	Possible action	To be addressed by	Priority/ Timeframe
Merger of UNDG under roof of CEB	1. Analyze the HLP report recommendations; 2. Identify nature/extent of participation.	Working group on UN reform, ODG, BSP, ERC	long-term;

4.3 Coordination

Issue	Possible action	To be addressed by	Priority/ Timeframe
Improve coordination of UNESCO's action vis-à-vis the UN bodies, including UNDG. Ensure presence at key fora.	1. Improve the flow of information on the various bodies; 2. Briefing & debriefing of staff representing UNESCO at the UNDG Working Group meetings on critical issues; 3. Establish in-house coordination mechanism and hold coordination meetings; 4. Establish calendar of key events and decide on participation.	ODG and BSP in cooperation with WG on UN reform, ERC (RIO, NYO, GLO), BFC, HRM, BB, DCO, IOS	short-term; ongoing