



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fifth session

195 EX/4 Part I

PARIS, 19 September 2014
Original: English

Item 4 of the provisional agenda

EXECUTION OF THE PROGRAMME ADOPTED BY THE GENERAL CONFERENCE

PART I (online)

SUMMARY

This report **published online**, is intended to inform the Members of the Executive Board of progress in the execution of the programme adopted by the General Conference during the first six months of the 2014-2017 quadrennium.

It is a consolidated online report, extracted from SISTER, presenting in tabular form a detailed account of progress towards the achievement of each 37 C/5 expected result including those pertaining to the two global priorities Africa and Gender Equality.

Progress is assessed against related performance indicators and targets/benchmarks as revised in light of the **\$507M Expenditure Plan**.

It is available directly through SISTER 37 C/5 as well as on the BSP Website

(<http://www.unesco.org/new/en/bureau-of-strategic-planning/resources/programme-and-budget-c5/document-ex4/>).

By its very nature, this document does not entail administrative or financial implications.

No decision is proposed.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fifth session

195 EX/4 Part II

PARIS, 18 August 2014
Original: English

Item 4 of the provisional agenda

REPORT BY THE DIRECTOR-GENERAL ON THE BUDGETARY SITUATION OF THE ORGANIZATION FOR 2014-2015 (37 C/5) AS AT 30 JUNE 2014 (UNAUDITED), BUDGET ADJUSTMENTS ARISING FROM DONATIONS AND SPECIAL CONTRIBUTIONS RECEIVED

AND

MANAGEMENT CHART FOR PROGRAMME EXECUTION IN 2014-2015 (37 C/5 Approved) Status as at 30 June 2014 (unaudited)

(No. 53)

SUMMARY

Part II of document 195 EX/4 contains:

- A. Report by the Director-General on the budgetary situation of the Organization for 2014-2015 (37 C/5) as at 30 June 2014 (unaudited), which includes:

Report by the Director-General on budget adjustments authorized within the Appropriation Resolution for 2014-2015. In accordance with 37 C/Resolution 98, paragraphs (b) and (e), the Director-General presents to the Executive Board the reports on:

- (i) adjustments to the approved appropriation for 2014-2015 from donations and special contributions received during the period 2014-2015;
- (ii) transfers between appropriation lines arising from adjustments for programme activities and in staff movements during the period 1 June to 30 June 2014.

Action expected of the Executive Board: proposed decision in paragraph 5.

- B. The Management Chart for Programme Execution in 2014-2015 as at 30 June 2014 based on the unaudited accounts for the regular programme and extrabudgetary funds.

PART A

REPORT BY THE DIRECTOR-GENERAL ON THE BUDGETARY SITUATION OF THE ORGANIZATION FOR 2014-2015 (37 C/5) AS AT 30 JUNE 2014 (UNAUDITED)

I. REPORT BY THE DIRECTOR-GENERAL ON BUDGET ADJUSTMENTS AUTHORIZED WITHIN THE APPROPRIATION RESOLUTION FOR 2014-2015

1. Part A.I provides a summary of analysis for the decision making of the Executive Board.

Adjustments to the Approved Appropriation for 2014-2015 from donations and special contributions received since the beginning of the biennium.

2. In accordance with paragraph (b) of 37 C/Resolution 98, by which the Director-General is authorized to accept and add to the approved appropriation for 2014-2015, voluntary contributions, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulation, and to provide information thereon to the Members of the Executive Board at the session following such action, the Director-General is pleased to provide information on donations and special contributions received since the beginning of the biennium. The total amount as at 30 June 2014 is \$5,820,125 and can be broken down as follows:

- New cash received from donors: \$4,810,945
- Transfers from General Funds or Special Accounts: \$362,480;
- Transfers from Emergency Funds: \$646,700

The below table provides the summary of such actions by Sector/Bureau and the details are provided in Annex I.

Sectors/Bureaux	\$	Weight
Education (ED)	1,872,868	32.2%
Natural Sciences (SC)	877,735	15.1%
Social and Human Sciences (SHS)	13,263	0.2%
Culture (CLT)	1,530,114	26.3%
Communication and Information (CI)	347,889	6.0%
Management of Field offices	766,404	13.2%
Coordination and monitoring of action to benefit Africa (AFR)	20,004	0.3%
Coordination and monitoring of action to implement Gender Equality (Gender)	8,141	0.1%
Strategic planning, programme monitoring and budget preparation (BSP)	50,000	0.9%
External relations and public information (ERI)	9,227	0.2%
Internal Oversight (IOS)	324,480	5.6%
Total, donations and special contributions	5,820,125	100.0%

II. TRANSFERS OF PROGRAMME COSTS BETWEEN APPROPRIATION LINES

3. Paragraph (e) of the Appropriation Resolution for 2014-2015 states that “the Director-General may make transfers between appropriation lines up to an amount of 2% of the initial appropriation, informing the Members of the Executive Board in writing, at the session following such action, of the details and reasons for these transfers”. Accordingly, the Director-General informs the Executive Board of the following transfers:

Re-allocation of Regular Programme Resources made for UNESCO’s participation in country-level programming exercises:

Pursuant to 37 C/Resolution 62.1(e) and 62.2(3) , the Director-General allotted 2% of Major Programmes’ regular budget resources, to support UNESCO’s preparation for United Nations common country programming exercises (including “Delivering as One” pilots, UNDAF, joint programming).

Half of the earmarked 2% amount would be used by the Sectors for their specific sectoral actions, while the other half (1%) would be coordinated by the Bureau of Strategic Planning (BSP) for house-wide efforts in these exercises. The funds to be made available to BSP amount to \$454,449 in the \$507M expenditure plan. The monthly closing of June 2014 reveals that a total of **\$135,983** was transferred from Major Programmes I, II and III to BSP’s appropriation line, as follows:

Funds transferred from	\$
Major Programme I – Education	70,000
Major Programme II – Natural Sciences	39,714
Major Programme III – Social and Human Sciences	26,269
Total transferred to BSP	135,983

III. TRANSFERS OF STAFF COSTS BETWEEN APPROPRIATION LINES

4. Paragraph (e) of the Appropriation Resolution for 2014-2015 states that “in instances where transfers between appropriation lines entail an amount greater than 2% of the initial appropriation, the Director-General shall obtain the prior approval of the Executive Board”. The Director-General submits her proposals for the following transfers between appropriations lines subsequent to the restructuring and changes in organizational design related mainly to staff movements entailed by the transfer of responsibilities regarding the management of the field structure which is now coordinated and managed by Bureau of Strategic Planning. It may be noted that most staff transfers are below 2% of the initial appropriations except for transfers to/from: UNESCO’s response to post-conflict and post-disaster situations, strategic planning, programme monitoring and budget preparation and human resources management. Details of these staff costs transfers by appropriation line (net impact \$0) are indicated in the revised Appropriation Table in Annex 2 of 195 EX/4 INF and the table below presents the summary:

Appropriation Lines	Staff comparative transfers
	\$
Part I – General Policy and Direction	(741,000)
Part II – Programmes and Programme related services	
A. Programmes	(34,000)
B. Programme related services	387,000
C. Participation Programme and Fellowships	-
Total, Part II	353,000
Part III – Corporate Services	
A. Human resources management	969,000
B. Financial management	-
C. Management of support services	(581,000)
Total, Part III	388,000
Total Appropriation	-

Action expected of the Executive Board

5. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Having examined the Director-General's report on donations and special contributions received during the period January-June 2014 and appropriated to the regular budget and the transfers made between appropriation lines, in accordance with the terms of the Appropriation Resolution approved by the General Conference at its 37th session (37 C/Resolution 98, paras. (b) and (e)), in document 194 EX/4 Part II,

I

2. Takes note that the Director-General has, as a consequence of these donations and special contributions, increased the appropriations to the regular budget by a total amount of **\$5,820,125** which includes the adjustments made on donation and special contributions as indicated in Annex I of 195 EX/4 INF as follows:

	\$
Part I.B - Internal Oversight	324,480
Part II.A - Major Programme I	1,872,868
Part II.A - Major Programme II	877,735
Part II.A - Major Programme III	13,263
Part II.A - Major Programme IV	1,530,114
Part II.A - Major Programme V	347,889
Part II.A - Management of Field offices	766,404
Part II.B - Programme Related Services (Africa)	20,004
Part II.B - Programme Related Services (BSP)	50,000
Part II.B - Programme Related Services (ERI)	9,227
Total	\$5,820,125

3. Expresses its appreciation to the donors listed in Annex I of document 195 EX/4.INF;

II

4. Recalling the provision of the Appropriation Resolution by virtue of which the Director-General may make transfers between appropriation lines up to an amount of 2% of the initial appropriation, and inform Members of the Executive Board in writing at the session following such action, of the details of and reasons for these transfers;
5. Takes note that the Director-General has made transfers between appropriation lines in support of UNESCO's participation in country-level programming exercises and for staff movements effected during the period January-June 2014 (net impact \$0), as detailed in paragraph 3 of document 195 EX/4 Part II;

III

6. Approves transfers between appropriations lines arising from the restructuring and ensuing changes in organizational design (staff movements) as listed in paragraph 4 of the document;
7. Takes note of the revised 37 C/5 Appropriation Table in Annex II of 195 EX/4.INF.

PART B

REPORT BY THE DIRECTOR-GENERAL ON THE EXECUTION OF THE PROGRAMME ADOPTED BY THE GENERAL CONFERENCE

MANAGEMENT CHART – PROGRAMME EXECUTION AS AT 30 JUNE 2014

The Management Chart provides overall budget and expenditure situation for regular budget and extrabudgetary resources.

OVERALL BUDGET AS AT 30 JUNE 2014 – STATUS OF RESOURCES BY FUNDING SOURCE AND RESULTS OF OPERATIONS (Ref: Table 1 of 195 EX/4.INF)

1. TOTAL RESOURCES MADE AVAILABLE FOR 2014-2015 ARE COMPRISED AS FOLLOWS:

- (a) Regular Programme (RP): **\$507M** based on an expenditure plan approved by the General Conference.
- (b) Additional Appropriations (AA) received of **\$5.8M** (including \$0.6M under (c) below) allotted at 30 June 2014.
- (c) **\$4.3M** allocated from the Emergency Fund to preserve capacity to deliver in the field of which \$0.6M have been allotted to the RP as Additional Appropriations (b above) to date.
- (d) Extrabudgetary funds (XB): **\$299M** allotted at 30 June 2014.

2. ANALYSIS OF REGULAR PROGRAMME RESOURCES

(a) 37 C/5 RP work plans:

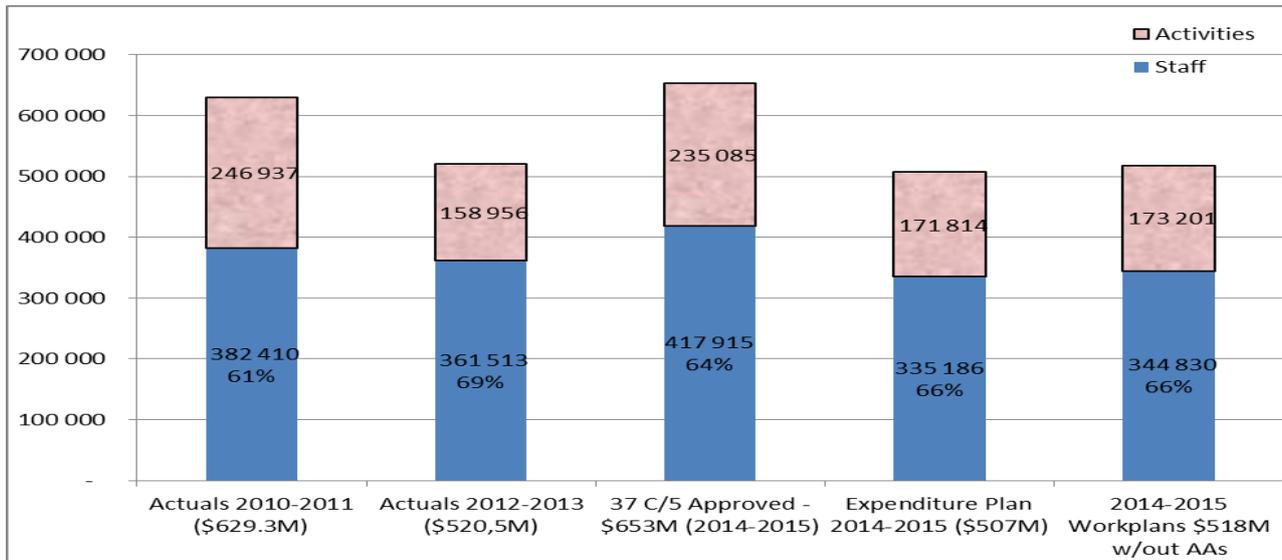
The \$507M expenditure plan represented a decrease in resources of \$146M (22.4%) compared to 37 C/5 Approved of \$653M, and of \$13.4M or 2.6% in relation to last biennium's actual expenditure of \$520.4M. When additional appropriations of \$12.4M are excluded from last biennium's actuals, resources for the 37 C/5 remain at the same level as the 36 C/5 expenditure, which represents a decrease of budget in real terms.

Work plans allocated to date of **\$518M** (excluding additional appropriations) represent a deficit to the organization compared to the \$507M expenditure plan ceiling. Therefore, preservation of programmes and strengthening field capacity has been financed through a \$4.3M allocation from the Emergency Fund, pending a further review for the 38 C/5.

Within these adverse trends, the Organization's staff ratio moved from 69% of the 36 C/5 RP expenditure to 66% this biennium, translating into a reduction in staff costs of \$26.3M (7.3%).

(All graphs are in thousands of US Dollars)

Total RP Resources 2010-2015



(b) 37 C/5 RP deficit:

Work-plan allocations (without Additional Appropriations) for the 37 C/5 of \$518M result in a budget deficit of **\$11M** compared to the \$507M expenditure plan. The deficit is comprised of:

- \$8.1M indicated within the \$507M expenditure plan, to be financed from restructuring of senior management (\$2.8M) and savings to be identified (\$5.3M)
- \$2.9M net increase following the 2014 restructuring and redeployment exercise and the subsequent revision of work plans carried out in the second quarter of this year. The increase is comprised as follows:
 - Additional staff costs of \$4.1M for the Culture and Science Sectors due mainly to the postponement of EO/AO reform and the decision to preserve till retirement date posts held by staff near retirement age. These additional costs will not be maintained in the following biennium;
 - Additional operating costs for field management \$0.4M; and,
 - Savings of \$1.6M from restructuring (consolidation of functions, streamlining of structures and simplification of processes) mostly in the corporate services and CI.

The composition of the overall deficit of \$11M, the budget situation by sector and expenditure rates to date are shown in the table below:

	37 C/5 Approved as Adjusted*	37 C/5 \$507M Expenditure Plan - Adjusted for comparative transfers*	37 C/5 Workplans - Allocation in FABS	Surplus/(Deficit) Workplans vs. \$507M exp. Plan	TOTAL EXPENDITURES	% EXP. RATE vs. Alloc.
Regular Programme						
ACTIVITY & STAFF						
PART I - GENERAL POLICY AND DIRECTION - + JUNM	45 341	43 325	43 446	(121)	9 719	22,4%
PART II.A - PROGRAMMES						
MP1 - Education	119 768	84 935	84 987	(52)	23 131	27,2%
MP2 - Natural sciences	63 601	46 050	48 418	(2 368)	10 919	22,6%
MP3 - Social and human sciences	33 184	23 846	23 741	105	5 657	23,8%
MP4 - Culture	55 652	42 429	44 124	(1 695)	10 735	24,3%
MP5 - Communication and information	33 062	23 861	23 246	615	5 843	25,1%
UIS	9 200	7 599	7 599	-	1 900	25,0%
Management of Field offices	90 326	81 915	82 357	(442)	21 165	25,7%
Supplementary funding for the field network reform	5 000	-	-	-	-	-
Total Part II.A	409 793	310 635	314 472	(3 837)	79 350	25,2%
PART II.B - Programme-related services						
Coordination and monitoring of action to benefit Africa	8 359	4 806	4 487	319	1 013	22,6%
Coordination and monitoring of action to implement gender quality	2 225	1 472	1 472	-	343	23,3%
UNESCO's response to post-conflict and post-disaster situations	1 555	1 031	1 062	(31)	264	24,9%
Strategic planning, programme monitoring and budget preparation	8 615	7 032	6 680	352	1 716	25,7%
Organization-wide knowledge management	5 048	4 806	4 775	31	1 201	25,2%
External relations and public information	24 821	20 704	21 022	(318)	6 062	28,8%
Total Part II.B	50 623	39 851	39 498	353	10 599	26,8%
PART II.C - Participation Programme and Fellowships	18 805	14 314	14 314	-	1 782	12,4%
PART III - CORPORATE SERVICES						
Human resources management	32 992	30 140	29 611	529	7 539	25,5%
Financial Management	14 855	12 945	12 945	-	3 418	26,4%
Management of support services	57 996	48 168	47 991	177	11 727	24,4%
Total Part III	105 843	91 253	90 547	706	22 684	25,1%
PART IV - LOAN REPAYMENTS	14 074	14 074	14 074	-	3 446	24,5%
PART V - ANTICIPATED COST INCREASES	13 041	7 500	7 500	-	-	0,0%
Reserve for reclassifications	1 300	-	-	-	-	-
Reduction from restructuring of senior Management Team	-	(2 800)	-	(2 800)	-	-
Additional savings to be identified	-	(5 332)	-	(5 332)	-	-
GRAND TOTAL	658 820	512 820	523 851	(11 031)	127 580	24,4%

* Including Additional Appropriations and staff and activity comparative transfers.

A preliminary assessment of unfunded risks based on historical trends in actual expenditure and in relation to global incompressibles, reveals that the Organization should provide \$3M in additional budgets for: Joint United Nations Machinery Resident Coordinator cost-sharing arrangement (\$2.2M), governing bodies' documentation (\$300K), HR activities and travel.

(c) Funding of transition costs to the 37 C/5 \$507M expenditure plan:

The costs of the transition to the 37 C/5 expenditure plan comprise of costs of the restructuring process and of planned expenditure for the current biennium in excess of the \$507million of assessed contribution receipts anticipated.

The revised costs of the restructuring process are estimated as follows:

Voluntary Mutual Separation Package December 2011 and 2013	\$ 8.4M
Voluntary Mutual Separation Package 2014	\$ 0.7M
Provision for termination of occupied posts/voluntary separations 2014	\$ 1.6M
Salary costs of abolished occupied posts	\$ 7.6M
	<u>\$ 18.3M</u>

Due to the success of the redeployment process, this is \$10.1M lower than the estimate provided in 194 EX/5 Part II Addendum.

Of the costs above, the \$10.7M for separation costs (voluntary and termination) was either fully provided in the 36 C/5 expenditure or funded from sources other than the regular programme.

As described in (b) above, the 37 C/5 work plans deficit amounts to \$11M and there are a further \$3M in unfunded “risks” forecast. In addition, a review of the field structure in early 2014 has showed that a further \$4.3million was required in order to preserve capacity to deliver in the field. The total requirement forecast for the 37 C/5 including all of these costs is \$525.3M (excluding additional appropriations).

The amount required for field capacity was allocated from the Emergency Fund in 2014. Between savings on vacant posts and the balance of the Emergency Fund, there are sufficient funds to finance the remaining transition costs this biennium. A further update on the actual costs of the restructuring process and the extent to which the transition costs have already been met in 2014 will be provided in the 196 EX/4.

(d) Evolution of RP expenditure by parts of the budget

Evolution by parts of the budget (35 to 37 C/5)	2010-2011 adjusted		2012-2013 adjusted		37 C/5		\$507M expenditure plan 2014-2015			
	actuals	% weight in 2011	actuals	% weight in 2012-2013	Workplans w/out AAs	% weight in 2014-2015	\$ Increase/ (decrease) vs. 36 C5 Adj. 2012-2013	% Increase/ (decrease) vs. 36 C5 Adj. 2012-2013	\$ Increase/ (decrease) vs. 35 C5 Adj. 2011	% Increase/ (decrease) vs. 35 C5 Adj. 2011
Part I. General Policy & Direction	45 355	7,2%	39 638	7,8%	43 122	8,3%	3 484	8,8%	(2 233)	-4,9%
Part II.A Programmes	378 285	60,1%	300 591	59,4%	309 063	59,7%	8 472	2,8%	(69 222)	-18,3%
Part II. B Programme-related services	50 727	8,1%	42 419	8,4%	39 411	7,6%	(3 008)	-7,1%	(11 316)	-22,3%
Part II.C Participation Prog & Fellowships	21 040	3,3%	13 669	2,7%	14 314	2,8%	645	4,7%	(6 726)	-32,0%
Part III. Corporate Services	120 172	19,1%	95 275	18,8%	90 547	17,5%	(4 728)	-5,0%	(29 625)	-24,7%
Part IV. Loan repayment	13 784	2,2%	14 071	2,8%	14 074	2,7%	3	0,0%	290	2,1%
Part V. Anticipated cost increases					7 500		7 500	-	7 500	-
Total	629 362	100,0%	505 662	100,0%	518 031	100,0%	12 369	2,4%	(111 331)	-17,7%

The table above shows actual expenditure of the last two biennia, adjusted to take into account structural changes and excluding exceptional costs for separation of staff of the last biennium.

This biennium’s work plans are \$111.3M (17.7%) lower than 2010-2011 actuals and \$12.3M (2.4%) higher than 2012-2013 actuals.

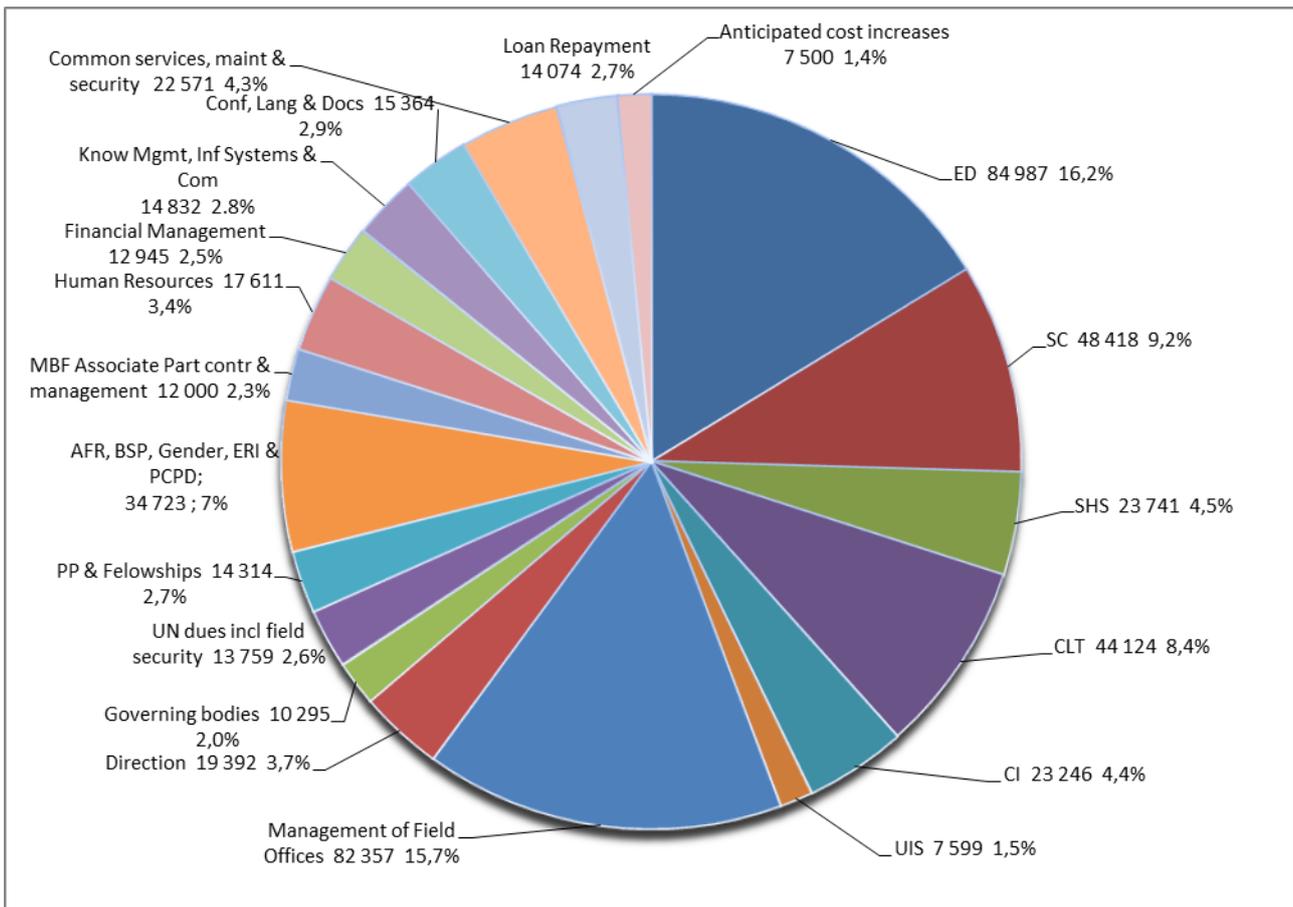
The overall trend of a 17.7% decrease compared to 2010-2011 is made up of: General Policy and Direction (Part I) almost - 5%; Programmes (Part II. A) - 18%; Programme Support (Part II.B) - 22% and Corporate Services (Part III) by close to - 25%.

The decreases in the non-programme parts of the budget are challenging as these contain high levels of costs beyond management’s control, such as loan repayments of \$14M (Part IV), Joint United Nations Machinery dues \$13.7M (Part I) and health insurance management and contributions for retired staff \$12M (Part III).

(e) Total RP work-plan allocations (\$523M including AAs) by major budget component

The major budget recipients, shown in the graph below, are Education (16.2%), Management of the field network (15.7%), Natural Sciences (9.2%) and Culture (8.4%). In terms of fixed costs, 2.7% of total expenditures relate to the loan repayments, 2.3% to the Medical Benefits Fund (MBF) management and contributions for retirees, 2.6% for field security (including United Nations dues and staff costs), and 4.3% for common service charges, maintenance and renovation at Headquarters.

Total work-plan allocations (\$523M) by budget component



(f) RP expenditures – Target expenditure rate of 25%

Table I in 195 EX/4 INF shows the overall resources: 37 C/5 Approved, the \$507M expenditure plan for the RP as well as work-plan allocations, expenditures and expenditure rates for both RP and XB resources.

RP expenditure of \$127.6M represents 24.4% of the total allocation of **\$523.8M**, slightly below the target of 25%, in line with the first six months of the last biennium (2012-2013) when the rate was 24.7%.

In terms of expenditures (excluding \$2.3M against donations), \$44.7M of activity costs represents 36% of the total with an expenditure rate of 25.8% whereas staff costs of \$80.5M represent 64% with an expenditure rate of 23.4%.

Activity expenditure rates for the Major Programmes (including donations) stand at 27.2% for ED, 22.6% for SC, 23.8% for SHS, 24.3% for CLT and 25.1% for CI. Overall, expenditure is in line with the target of 25% except Governing Bodies (14.7%) and Participation Programme and Fellowships (12.5%) which, given their internal processes and scheduling of activities, historically show an acceleration of implementation after the first six months of the biennium.

The staff costs expenditure rate of 23.4% includes \$5M of transition employment costs for occupied posts abolished in the restructuring.

(g) Post situation:

Document 37 C/5 Approved shows 1,734 posts for 2014-2015 of which 1,046 are in Headquarters and 688 in the field. The current situation is shown in the table below:

	Total posts	Filled	Vacant/ Under recruitment	Vacancy Rate
HQ	905	860	45	5%
Field	613	498	115	19%
Total RP	1518	1358	160	11%

Within the current staff establishment of 1,518 posts, 905 (59.6%) are foreseen at Headquarters and 613 (40.4%) in the field. The current number of posts (1,518) exceeds the number of posts foreseen (1,454) under the \$507M expenditure plan (37 C/5 Addendum 2 Rev., Annex V) by 64. The current number of posts takes into account the fact that some posts were not abolished due to the postponement of EO/AO reform and the preservation till retirement date of posts held by staff near retirement age (see Part B) above). Therefore, the number of posts is expected to decrease.

The high vacancy rate shown (11%) is due to the high level of posts held vacant pending the finalization of the redeployment exercise, which once completed, i.e. once all staff will have been placed on their posts by the end of August 2014, will lead to a significant reduction in the vacancy rate and a decline in staff costs savings. Further details will be presented at the 196th session as to the evolution of posts in terms of abolitions, creations and an update on vacancies following the completion of the redeployment exercise.

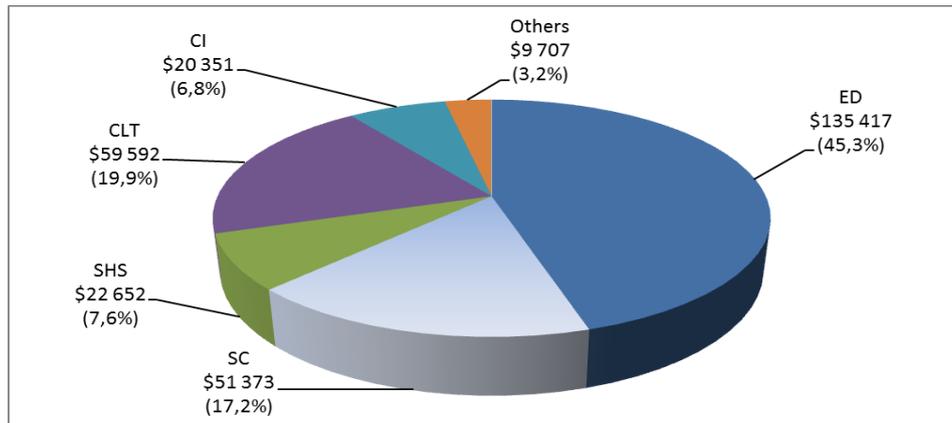
3. ANALYSIS OF EXTRABUDGETARY RESOURCES

Extrabudgetary resources generally finance multi-year projects and this analysis presents allotments and expenditures on an annual basis, to be in line with the UNESCO management cycle of these resources.

In 2014, the overall implementation of extrabudgetary resources follows the same trends as for 2013 with an implementation rate of 38.7% against a target rate of 50% expected for this period. The 2014 figures reveal some stability compared to 2013 and with a slight increase of 2.8% over 2012 (35.9%). The level of implementation has improved through rigorous monitoring on the level of allotments based on annual work plans. The issuance of multi-year allotments which is more in line with concrete project delivery has also contributed to this stabilization.

CHART 1

**Extrabudgetary operational programmes by Major Programme
Allotment as at 30 June 2014 (funds available for use): Total: \$299.0 million**

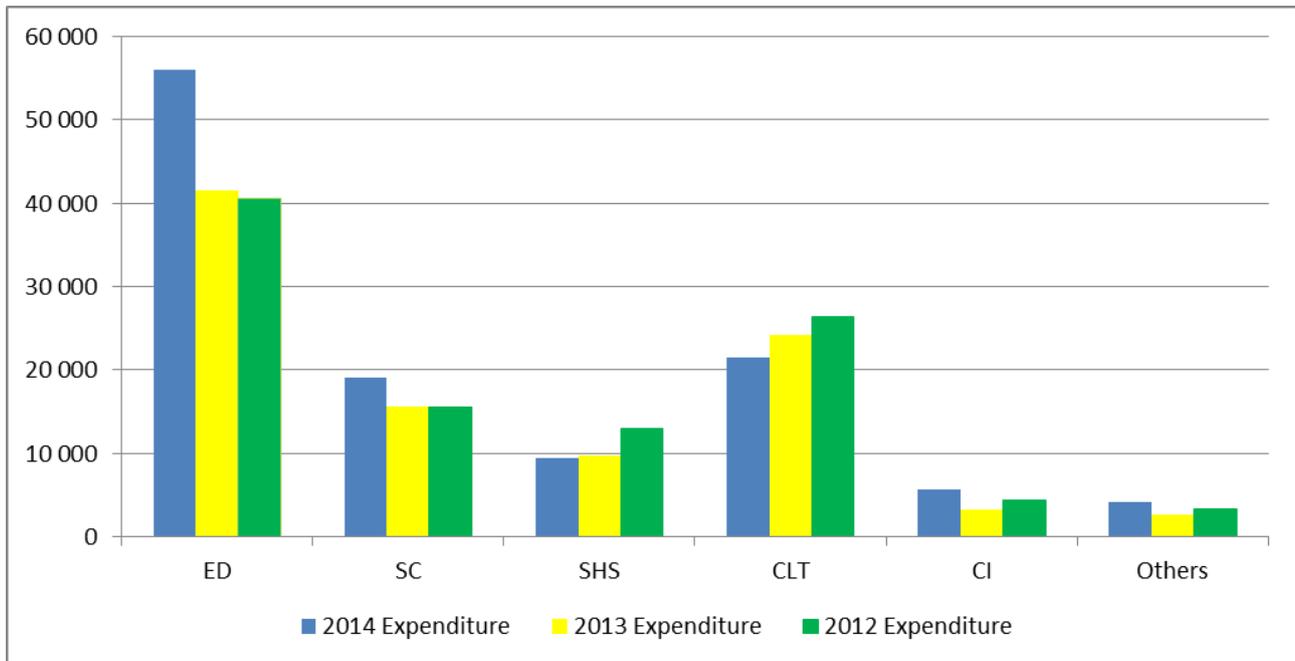


As at 30 June, the allotments under the five Major Programme of UNESCO comprise 97% of total annual allotment under extrabudgetary resources (\$289M for a total of \$299M) while the Direction, Programme-related Services and Corporate Services altogether amount to 3%.

The Education Sector benefits from most of the resources with 45.3%, followed by Culture with 19.9%, Natural Sciences with 17.2%, Social and Human Sciences with 7.6% and finally Communication and Information with 6.8%.

CHART 2

**Comparison of levels of expenditure between 2014, 2013 & 2012
by Sector and Other support services**



At 30 June of 2014, 2013 and 2012, ED shows an overall increase in expenditure (including delivered and unliquidated amounts) compared to the previous years, due mainly to large scale projects currently implemented such as Cap EFA and Global Monitoring. SC and CI are also showing a small increase in their level of expenditure compared to 2013 for mainly the same

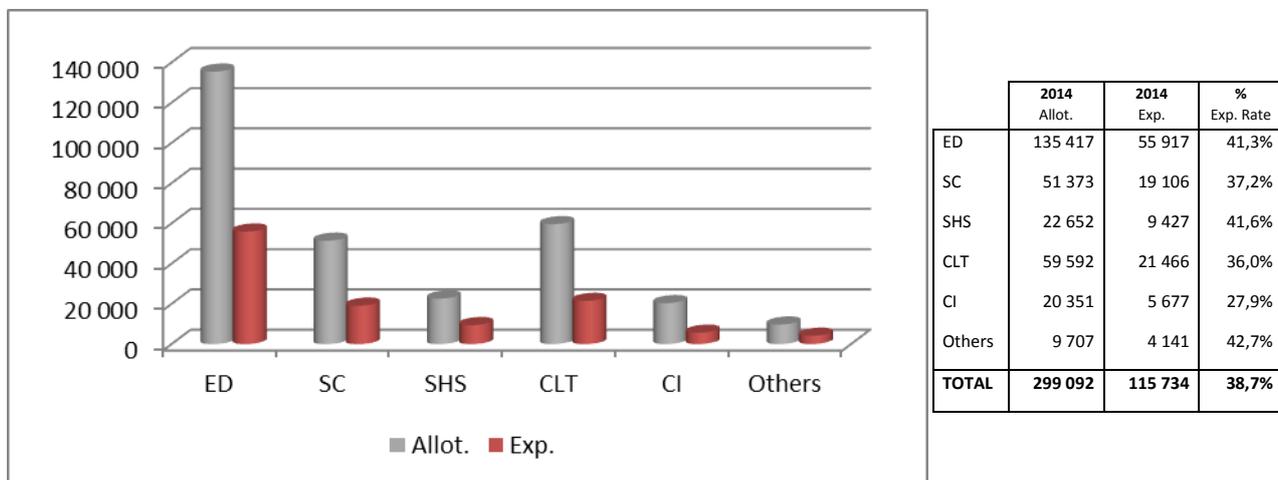
amount of projects implemented, SHS has remained stable, while CLT is showing a small decrease due to the termination and financial closure in the first half of 2014 of several extrabudgetary projects.

The Others category which is comprised of support services of a corporate nature has remained stable over the past three years and it accounts for between 3% to 4% of total expenses incurred annually under extrabudgetary resources.

CHART 3

Allotment and expenditure as at 30 June 2014 by Major Programme and Other support services

The graph below shows that the level of allotment which is issued on the basis of annual project work plans which include anticipation on delivery during the second half of 2014 amounts to \$299.1M with a level of expenditure of \$115.7M corresponding to an expenditure rate of 38.7% which remains at the same percentage level as in 2013 for the same period.



Emphasis continues to be put on the necessity of proper planning of extrabudgetary resources and the importance of reflecting, in allotment requests, on the appropriate level of funds required for implementation, under corresponding years of project delivery.

A regular review of project work plans by Sectors/field offices has been encouraged through regular communication at all levels, from senior to implementation level, in order to sensitise staff on the importance of accurately reflecting the reality of project implementation in both work plan preparation and allotment requests.

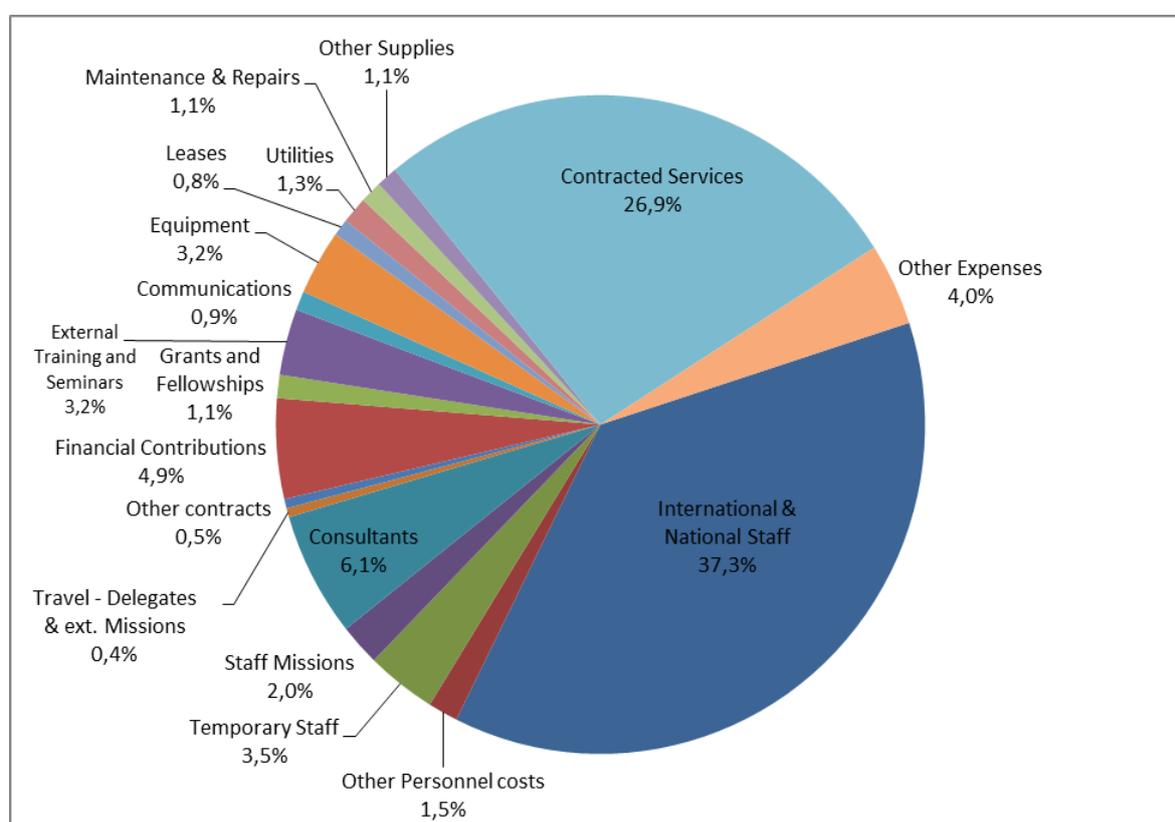
4. ANALYSIS OF GLOBAL EXPENDITURES (RP AND EXTRABUDGETARY) BY IPSAS COST CATEGORIES

The following table and graph show information on regular programme and extrabudgetary expenditures at 30 June 2014 (staff and activities), based on IPSAS (International Public Sector Accounting Standards) cost categories as defined for the presentation of the Financial Statements of the Organization.

Total expenditures at 30 June 2014 by cost category (RP and XB)

Regular Programme and Extrabudgetary Resources	RP	Weight %	XB	Weight %
Staff costs	81 219 374	64%	13 225 182	11%
Temporary Assistance, Consultants and other contracts	6 694 902	5%	17 780 943	15%
Travel on staff mission	2 258 437	2%	2 710 613	2%
Travel - Delegates & external individual missions	294 072	0,2%	790 995	1%
Financial contributions, Grants, External training & seminars	13 814 915	11%	8 836 968	8%
Contracted Services	7 840 298	6%	57 583 174	50%
Supplies, consumables & other running costs	15 458 337	12%	14 806 370	13%
Total	127 580 335	100%	115 734 245	100%

Total expenditures (including RP and XB January – June 2014)



Employee salaries and benefits represent the most significant part of total costs (38.8%) which includes International and National staff (37.3%) plus other personnel costs (1.5%). This is followed by contracted services (26.9%), which include contracted research, documentation, publications, external translation, field security, MBF contributions and management and United Nations dues. Supplies and consumables (12.4%) include fixed operating costs of the field network and Headquarters common charges such as communications, leases, maintenance and repairs, equipment (security, IT and Office) and other supplies. Temporary assistance, consultants and other contracts (10.1%) is followed by financial contributions (4.9%), grants (1.1%) and external training (3.2%) which includes mostly financial allocations to the category 1 institutes and contributions to the Participation Programme and joint United Nations activities as well as the cost of organization of conferences. Lastly, staff mission travel represents 2% of total expenditures.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fifth session

195 EX/4 Part II Corr.

PARIS, 13 October 2014
English only

Item 4 of the provisional agenda

REPORT BY THE DIRECTOR-GENERAL ON THE BUDGETARY SITUATION OF THE ORGANIZATION FOR 2014-2015 (37 C/5) AS AT 30 JUNE 2014 (UNAUDITED), BUDGET ADJUSTMENTS ARISING FROM DONATIONS AND SPECIAL CONTRIBUTIONS RECEIVED

AND

MANAGEMENT CHART FOR PROGRAMME EXECUTION IN 2014-2015 (37 C/5 Approved) Status as at 30 June 2014 (unaudited)

CORRIGENDUM

1. The summary should read as follows (for the English version only)

SUMMARY

Part II of document 195 EX/4 contains:

- A. Report by the Director-General on the budgetary situation of the Organization for 2014-2015 (37 C/5) as at 30 June 2014 (unaudited), which includes:

Report by the Director-General on budget adjustments authorized within the Appropriation Resolution for 2014-2015. In accordance with 37 C/Resolution 98, paragraphs (b) and (e), the Director-General presents to the Executive Board the reports on:

- (i) adjustments to the approved appropriation for 2014-2015 from donations and special contributions received during the period 2014-2015;
- (ii) transfers between appropriation lines arising from adjustments for programme activities and in staff movements during the period 1 January to 30 June 2014.

Action expected of the Executive Board: proposed decision in paragraph 5.

- B. The Management Chart for Programme Execution in 2014-2015 as at 30 June 2014 based on the unaudited accounts for the regular programme and extrabudgetary funds.

2. The draft decision below should read as follows:

Action expected of the Executive Board

5. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Having examined the Director-General's report on donations and special contributions received during the period January-June 2014 and appropriated to the regular budget and the transfers made between appropriation lines, in accordance with the terms of the Appropriation Resolution approved by the General Conference at its 37th session (37 C/Resolution 98, paras. (b) and (e)), in document 195 EX/4 Part II,

I

2. Takes note that the Director-General has, as a consequence of these donations and special contributions, increased the appropriations to the regular budget by a total amount of **\$5,820,125** which includes the adjustments made on donation and special contributions as indicated in Annex I of 195 EX/4 INF as follows:

	\$
Part I.B - Internal Oversight	324,480
Part II.A - Major Programme I	1,872,868
Part II.A - Major Programme II	877,735
Part II.A - Major Programme III	13,263
Part II.A - Major Programme IV	1,530,114
Part II.A - Major Programme V	347,889
Part II.A - Management of Field offices	766,404
Part II.B - Programme Related Services (Africa)	20,004
Part II.B - Programme Related Services (BSP)	50,000
Part II.B - Programme Related Services (ERI)	9,227
Total	<u><u>\$5,820,125</u></u>

3. Expresses its appreciation to the donors listed in Annex I of document 195 EX/4.INF;

II

4. Recalling the provision of the Appropriation Resolution by virtue of which the Director-General may make transfers between appropriation lines up to an amount of 2% of the initial appropriation, and inform Members of the Executive Board in writing at the session following such action, of the details of and reasons for these transfers;

5. Takes note that the Director-General has made transfers between appropriation lines in support of UNESCO's participation in country-level programming exercises and for staff movements effected during the period January-June 2014 (net impact \$0), as detailed in paragraphs 3 and 4 of document 195 EX/4 Part II;

III

6. Approves transfers between appropriations lines arising from the restructuring and ensuing changes in organizational design (staff movements) as listed in paragraph 4 of the document;

7. Takes note of the revised 37 C/5 Appropriation Table in Annex II of 195 EX/4.INF.

3. Part B, paragraph (g) should read as follows:

(g) Post situation:

Document 37 C/5 Approved shows 1,734 posts for 2014-2015 of which 1,046 are in Headquarters and 688 in the field. The current situation is shown in the table below:

	Total posts	Filled	Vacant/ Under recruitment	Vacancy Rate
HQ	905	860	45	5%
Field	613	498	115	19%
Total RP	1518	1358	160	11%

Within the current staff establishment of 1,518 posts, 905 (59.6%) are foreseen at Headquarters and 613 (40.4%) in the field. The current number of posts (1,518) exceeds the number of posts foreseen (1,444.5) under the \$507M expenditure plan (Approved 37 C/5 Addendum, Annex III) by 74. The current number of posts takes into account the fact that some posts were not abolished due to the postponement of EO/AO reform and the preservation till retirement date of posts held by staff near retirement age (see Part B) above). Therefore, the number of posts is expected to decrease.

The high vacancy rate shown (11%) is due to the high level of posts held vacant pending the finalization of the redeployment exercise, which once completed, i.e. once all staff will have been placed on their posts by the end of August 2014, will lead to a significant reduction in the vacancy rate and a decline in staff costs savings. Further details will be presented at the 196th session as to the evolution of posts in terms of abolitions, creations and an update on vacancies following the completion of the redeployment exercise.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fifth session

195 EX/4 Part II Corr.2

PARIS, 17 October 2014
Original: English

Item 4 of the provisional agenda

REPORT BY THE DIRECTOR-GENERAL ON THE BUDGETARY SITUATION OF THE ORGANIZATION FOR 2014-2015 (37 C/5) AS AT 30 JUNE 2014 (UNAUDITED), BUDGET ADJUSTMENTS ARISING FROM DONATIONS AND SPECIAL CONTRIBUTIONS RECEIVED

AND

MANAGEMENT CHART FOR PROGRAMME EXECUTION IN 2014-2015 (37 C/5 Approved) Status as at 30 June 2014 (unaudited)

CORRIGENDUM 2

1. The draft decision below should read as follows:

Action expected of the Executive Board

5. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Having examined the Director-General's report on donations and special contributions received during the period January-June 2014 and appropriated to the regular budget and the transfers made between appropriation lines, in accordance with the terms of the Appropriation Resolution approved by the General Conference at its 37th session (37 C/Resolution 98, paras. (b) and (e)), in document 195 EX/4 Part II

I

2. Takes note that the Director-General has, as a consequence of these donations and special contributions, increased the appropriations to the regular budget by a total amount of **\$5,820,125** which includes the adjustments made on donation and special contributions as indicated in Annex I of 195 EX/4.INF as follows:

Part I.B - Internal Oversight	324,480
Part II.A - Major Programme I	1,872,868
Part II.A - Major Programme II	877,735
Part II.A - Major Programme III	13,263
Part II.A - Major Programme IV	1,530,114

Part II.A – Major Programme V	347,889
Part II.A – Management of Field offices	766,404
Part II.B – Programme Related Services (Africa)	20,004
Part II.B – Programme Related Services (GE)	8,141
Part II.B – Programme Related Services (BSP)	50,000
Part II.B – Programme Related Services (ERI)	9,227
Total	<u><u>\$5,820,125</u></u>

3. Expresses its appreciation to the donors listed in Annex I of document 195 EX/4.INF;

II

4. Recalling the provision of the Appropriation Resolution by virtue of which the Director-General may make transfers between appropriation lines up to an amount of 2% of the initial appropriation, and inform Members of the Executive Board in writing at the session following such action, of the details of and reasons for these transfers;
5. Takes note that the Director-General has made transfers between appropriation lines in support of UNESCO's participation in country-level programming exercises and for staff movements effected during the period January-June 2014 (net impact \$0), as detailed in paragraphs 3 and 4 of document 195 EX/4 Part II;

III

6. Approves transfers between appropriations lines arising from the restructuring and ensuing changes in organizational design (staff movements) as listed in paragraph 4 of the document;
7. Takes note of the revised 37 C/5 Appropriation Table in Annex II of 195 EX/4.INF.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fifth session

195 EX/4 Part III

PARIS, 11 August 2014
Original: French

Item 4 of the provisional agenda

REPORT BY THE DIRECTOR-GENERAL ON THE IMPLEMENTATION OF THE PARTICIPATION PROGRAMME AND EMERGENCY ASSISTANCE

SUMMARY

Pursuant to 37 C/Resolution 72(II), paragraphs 2(c) and 3, the Director-General submits to the Executive Board a report on the results achieved containing lists of requests approved for the current biennium (2014-2015) under the Participation Programme and emergency assistance, including the amounts approved to finance them. The lists have been posted online at <http://unesdoc.unesco.org/images/0022/002287/228793M.pdf>

This document sets out and analyses the results expected from the implementation of the Programme.

Action expected of the Executive Board: decision contained in paragraph 12.

1. This document reports analytically on the results achieved with regard to requests approved by the Director-General as at 11 July 2014, in respect of Member States for the 2014-2015 biennium and the results expected from the implementation of the Programme. Of the requests received during the biennium, only those related to the priorities set by the Organization have been approved by the Director-General, following evaluation by the sectors and recommendation by the Intersectoral Committee on the Participation Programme.
2. At its 37th session the General Conference adopted 37 C/Resolution 72 on the Participation Programme, introducing new arrangements for the implementation of the Programme, in particular two-step electronic submissions, the reduction in the number of requests, the inclusion of a gender-equality project among the first four priorities, introduction of an eligibility criterion such as per capita GDP per annum and new instructions on the Participation Programme's support for the material operations of the National Commissions for UNESCO.
3. It is noteworthy that a very large number of Member States complied with the gender equality criterion. Furthermore, the Intersectoral Committee on the Participation Programme applied the

criterion scrupulously and requested those who had not complied with it to submit a new gender-equality project to replace one of the first four requests in accordance with 37 C/Resolution 72. Consequently, the number of gender-equality projects has risen considerably, accounting for more than 21% of approved requests, compared with 7-8% in the previous biennium.

4. It is also noteworthy that, for the current biennium, Member States were invited for the first time to submit their requests in two phases and online, as recommended by the External Auditor. Of the 77 States in the first group (Africa, least developed countries (LDCs) and small island developing States (SIDS), for which the submission deadline was 28 February 2014), more than 40 did so online (250 requests), which accounted for more than 50%. Of the 39 African States that submitted projects, only 18 managed to do so online. Lastly, the Secretariat was receptive to those facing IT and technical problems and provided real-time guidance throughout the submission process. The first round of the online submission exercise can at present be deemed a success. Some improvements have been made by the Secretariat for the second round of electronic submissions, for which the deadline is 31 August 2014.

5. In regard to the first round of requests, to be submitted for 28 February 2014, 536 requests amounting to some \$14 million were received, registered and sent for evaluation to programme sectors and central services concerned. Owing in part to the online submission of requests, the financial cost of processing files for 2014-2015 has fallen substantially. The Director-General has to date approved requests amounting to \$3,550,583 or some 30% of the appropriation for the Programme shown in document 37 C/5 Approved and broken down as follows:

- Member States: \$3,118,583 for 144 requests;
- Emergency assistance: \$432,000 for nine requests.

6. The Intersectoral Committee has met twice since the beginning of the biennium, and a substantial improvement has been noted in the quality, relevance and presentation of the projects. The Intersectoral Committee on the Participation Programme recommended to the Director-General only requests from Member States that had fulfilled their reporting obligations. Furthermore, only requests linked to the Organization's global priorities and strategic programmes and enhancing the Organization's visibility worldwide were examined.

7. Improved communication with the National Commissions and permanent delegations continued to be a priority for the Sector for External Relations and Public Information (ERI) throughout project preparation and evaluation and preparations for meetings of the Intersectoral Committee. A special effort was made, moreover, to assist Member States in better preparing and submitting requests. In that connection, the circular letter from the Director-General, the new resolution on the Participation Programme, other information and terms of reference were attached to the electronic form for the online submission of requests.

8. ERI continues to make presentations and hold working meetings for representatives of the National Commissions on the occasion of major meetings that it has held for those representatives, such as the first interregional meeting of National Commissions for UNESCO (22-24 July 2014, Astana, Kazakhstan), where a specific meeting on the Participation Programme and many bilateral talks took place. Furthermore, the training courses on the Participation Programme provided for representatives of the National Commissions at the six subregional seminars have been very rewarding in view of the quality of the requests and the reports.

9. In regard to financial reporting compliant with 36 C/Resolution 69 on the Participation Programme, there has been a great improvement in the quality and the layout of such reports. Besides, ERI, in close collaboration with the Bureau of Financial Management (BFM), has routinely checked financial reports relating to disbursements made in 2012-2013, for which some Member States were required to submit substantiating documents. Owing to the exercise of such tighter

control the risk of irregularities and mismanagement of funds during project implementation could in future be avoided.

10. In regard to some Member States that have neither submitted evaluation and financial reports nor made reimbursements after audits were conducted by the External Auditor or UNESCO's Internal Oversight Service (IOS), the Participation Programme and Fellowships Section has stepped up action taken to find a solution and has managed to unblock many files. The Member States concerned must nonetheless make efforts as well to regularize their situation in order to be eligible once more for funds under the Participation Programme.

11. The tables below show the breakdown of requests approved by programme sector, by region and by priority group mainstreamed in all UNESCO programmes. They contain, moreover, data on emergency assistance.

(a) Breakdown of requests approved, by sector

Sector	Number of requests	Amount approved US \$
ED	61	1,426,436
SC	14	345,703
SHS	13	308,523
CLT	19	457,147
CI	14	329,096
ODG/GE	30	718,826
ERI	11	183,000

(b) Breakdown of requests approved, by region, with rate of expenditure

Region	Number of requests	Funds allocated US \$	Expenditure US \$	Rate of expenditure % as at 11 July 2014
Africa	63	1,419,861	1,398,148	98.46
Asia and the Pacific	19	452,815	315,420	69.65
Latin America and the Caribbean	36	815,213	626,348	76.83
Arab States	16	413,740	316,740	76.55
Emergency assistance	9	432,000	382,000	88.42
IIEP	1	16,954	16,954	100
Total	144	3,550,583	3,055,610	86.05

(c) Breakdown by priority group

Group	Number of requests	Amount approved US \$
Africa	63	1,419,861
Women	21	493,568
Youth	18	434,743
Least developed countries (LDC)	88	2,047,888
Small Island Developing States (SIDS)	35	795,206

(d) Requests approved under emergency assistance

State	Number of requests	Amount approved US \$
Democratic Republic of the Congo	1	50,000
Central African Republic	1	32,000
Burundi	1	50,000
United Republic of Tanzania	1	50,000
Palau	1	50,000
Saint Lucia	1	50,000
Palestine	1	50,000
Bosnia and Herzegovina	1	50,000
Croatia	1	50,000
Total	9	432,000

Action expected of the Executive Board

12. In view of the above, the Executive Board may wish to adopt the decision below:

The Executive Board,

1. Having examined document 195 EX/4 Part II;
2. Takes note of the detailed analysis of the implementation of the Participation Programme and emergency assistance and of the results achieved;
3. Invites the Secretariat and Member States to continue their efforts to make the Programme more effective and more relevant for the benefit of the priority groups of Member States as defined in 37 C/ Resolution 72 on the Participation Programme.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and ninety-fifth session

195 EX/4
Part IV

PARIS, 3 September 2014
Original: English and French

Item 4 of the provisional agenda

**IMPLEMENTATION OF THE PROGRAMME
ADOPTED BY THE GENERAL CONFERENCE**

PART IV

**CONSOLIDATED BIENNIAL REPORT ON
THE COMPREHENSIVE PARTNERSHIP STRATEGY**

SUMMARY

This document responds to the Executive Board decision 191 EX/Decision 16 (III) which requested the Director-General to present to it at the 195th session the first consolidated biennial report on the comprehensive partnership strategy.

The present biennial report is comprised of two sections: Section 1 contains a succinct overview of the evolution and implementation of the comprehensive partnership strategy, and Section 2 gives a consolidated report of progress against expected results aligned with the 37 C/5 for each individual category of partner for the period 1 January 2014 to 30 June 2014.

Section 1: Overview

1. At its 192nd session, the Executive Board took note of the Comprehensive Partnership Strategy in its entirety contained in document 192 EX/5.INF, which included the targets and expected results for each category of partner, aligned with the four-year programmatic period of document 37 C/5 (192 EX/Decision 5 (III, E)). As foreseen in the decision, the document was posted on UNESCO's partnership website.
2. Much effort has been invested in developing a more streamlined approach to the organization of online partnership resources, especially work towards a single entry point for partnerships on UNESCO's website. To date information and resources on the following categories of partner covered by the Comprehensive Partnership Strategy are available on the partnership website: NGOs, private sector, media, category 2 institutes and centres, the UNEVOC Network, and UNESCO Associated Schools Project Network.
3. Arrangements for the monitoring of partnerships have also been refined in SISTER with the creation of a unified list of partners monitored and updated by ERI, and better provisions for articulating the role of partners in an activity or project, and for capturing in-kind contributions as well as cash contributions from UNESCO's partners.
4. UNESCO's efforts to mobilize resources from partners have been very much focused through the "Sharpened Resource Mobilization Strategy" (37 C/INF.28 and Corr.) on key programme priorities. UNESCO's proposals to reinforce the 37 C/5 are profiled on a new space on the "Partnerships" page of the UNESCO website: <http://en.unesco.org/partnerships/partnering>. Details are given in the document entitled 'Implementation of the Action Plan for Improved Management of Extrabudgetary Funds (195 EX/5 Part IV, C).

Section2: Progress against expected results aligned with the 37 C/5 for the period 1 January 2014 to 30 June 2014 for each category of partner

A. Private sector

Private sector					
<i>Expected Results</i>	<i>Performance indicator (PI) (a maximum of three)</i>	<i>Baseline</i>	<i>Means of verification (M) (data source)</i>	<i>Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))</i>	<i>Progress achieved against target as at 30/06/2014</i>
Expected Result No. 1 Number of agreements with private sector increased by 20% over 4 years	PI1: number of agreements signed per calendar year PI2:	36 agreements in 2012 (companies, foundations, individuals, etc.).	M1: number of projects created in SISTER. M2: corresponding financial information in FABS.	T 1 and (b 1): 40	Since the beginning of the reporting period, 12 agreements have been signed with the private sector and 11 are in the pipeline as at 30/06/2014. The number of agreements signed is on target.
Expected Result No. 2 Private sector donor base expanded by 20% over 4 years, including new partners from BRICS and emerging markets	PI1: number of new partners from the BRICS per calendar year. PI2: number of new partners from emerging market per calendar year.		M1: number of new agreements signed based on BSP/CFS reporting to the Executive Board. M2: BSP/CFS database updated.	T 1 and (b 1): 20 (17) T 2 and (b 2):	Among the 12 agreements signed with the private sector during the reporting period, 9 are new partners for UNESCO which further diversified UNESCO's private sector base. Five out of 12 agreements or 42% of agreements signed included partners from the BRICS, especially from China.
Assessment of progress					
<p>In line with the priority attached by the Director-General to cooperate with the private sector and the conclusions of the Independent External Evaluation, UNESCO continued exploring opportunities for enhancing cooperation with the private sector, in particular through a diversification of the private sector donor base. In this context, strategic and high value partnerships supporting Programmes rather than individual projects were secured, thereby consolidating the private partnership portfolio, including with the BRICS, especially with China.</p> <p>During the reporting period, UNESCO diversified its approach to fundraising including for example through the organization of the UNESCO Cup in June 2014 thanks to the partnership with Juventus FC in support of youth and sport for inclusion and against discrimination. The UNESCO Cup was a fundraising event as proceeds of the tickets sold were donated to UNESCO and the key messages of the partnership were prominently featured during the game.</p>					

B. Bilateral funding partners

Bilateral funding partners					
Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))	Progress achieved against target as at 30/06/2014
Expected Result No. 1 Level of overall contributions from bilateral government donors stabilized.	PI: Annual voluntary contributions.	US \$248 million at December 2012.	M1: BFM figures on annual contributions at 31 December each year.	T1 and (b1): Annual voluntary contributions from bilateral government donors between \$240 million and \$250 million.	BFM figures on the voluntary contributions for the first six months of 2014 not available at the time of the submission of the present report. 33 new project agreements were signed with bilateral funding partners during the period.
Expected Result No. 2 Cooperation maintained with emerging donors including through self- benefiting modality (bilateral government donors)	PI: Number of project agreements with emerging donors, including through the self- benefiting modality, signed.	(b1): 33 project agreements signed as at December 2012.	M1: Data on extrabudgetary projects in SISTER.	T1 and (b1): 10% increase over the 4- year period in signed project agreements with emerging donors including through the self- benefiting modality.	From 01/01/2014 to 30/06/2014, a total of 15 new project agreements were concluded with emerging donors such as Brazil, Burundi, Indonesia, Pakistan and Thailand, notably for self- benefiting activities and with Kuwait mainly for global projects.
Expected Result No. 3: Strong, multiannual partnerships maintained with bilateral government donors	PI: Number of review meetings organized on an annual basis for joint planning and review.	(b1): 14 review meetings in 2012.	M1: Outlook calendar of the Division for Cooperation with extrabudgetary funding sources. Reports of project officers for decentralized projects.	T1 and (b1): on an annual basis between 12 and 18 review meetings organized with bilateral government donors.	21 review meetings were held in the first six months of 2014. These comprised 11 meetings with governments to review their overall portfolio of projects and programmes with UNESCO, 7 project/ programme specific review meetings and 3 meetings of donors to multi-donor programmes

Assessment of progress

While the consolidated figures on voluntary contributions at end June 2014, were not available at the time of the submission of this report, a number of UNESCO's key partners have committed significant resources to UNESCO on a multi-annual basis through the extension or renewal of framework agreements including the conclusion of a new programme Cooperation Agreements with Norway covering 2014-2015 amounting to approximately \$12.2 million and with Finland for €2.4 million, both of which provide for lightly earmarked resources to priority programmes, as well as the renewal for a further five years of the framework agreement on Science between UNESCO and the Government of Flanders (Belgium) with an indicative budget of \$10 million. The first six months of 2014 have also seen UNESCO's cooperation with a number of emerging donors become operational with the launch of effective funds-in-trust cooperation under recently concluded framework agreements with new donors to UNESCO including Pakistan, Malaysia and Indonesia. The high number of review meetings and consultations with bilateral funding sources during the period to jointly review ongoing cooperation and plan for the future is an indicator of the strength of UNESCO's cooperation with this type of partner.

C. Non-governmental organizations (NGOs)

Non-governmental organizations (NGOs)					
Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))	Progress achieved against target as at 30/06/2014
<p>Expected Result No. 1</p> <p>Network of NGOs in official partnership with UNESCO revitalized and widened</p>	<p>PI 1: Number of new NGOs entering into official partnership from regions underrepresented.</p> <p>PI 2: Number of NGOs attending the International Conference of NGOs (2014 and 2015).</p> <p>PI 3: Number of events organized collectively by NGOs.</p>		<p>M 1: statutory document for the Executive Board Database.</p> <p>M 2: statutory document for the Executive Board.</p> <p>M 3: statutory document for the Executive Board.</p>	<p>T 1 and (b 1): Ratio 75 : 25 (81 : 19).</p> <p>T 2 and (b 2): 160 (130).</p> <p>T 3 and (b 3): 8 (2).</p>	<p>During the period considered, further to a rigorous evaluation process, three (3) new NGOs have been admitted by the Director-General to official partnership and one (1) foundation to official relations under the pertinent Directives. Among them only one is from an underrepresented region (Africa).</p> <p>N.A.</p> <p>On 6 March 2014 at UNESCO Headquarters, 800 young people aged 18 to 35 participated in the event "Education, sport and cultural diversity – New attitudes to promote human rights in the world", organized by the NGO-UNESCO Liaison Committee, 40 NGOs and the UNESCO Secretariat.</p> <p>In addition, as stipulated by the 2011 Directives, the NGO-UNESCO Liaison Committee, supported by more than 30 NGOs and in close cooperation with the Secretariat, is coordinating the organization in 2014 of two decentralized forums (Yamoussoukro, Côte d'Ivoire – July; Sozopol, Bulgaria- September) around priority themes (see 195 EX/....)</p>

<p>Expected Result No. 2</p> <p>Attainment of the Organization's strategic objectives increased through NGOs' contribution</p>	<p>PI 1: Number of NGOs contributing to consultations executed for programme planning.</p> <p>PI 2: Joint activities implemented with NGO partners.</p>		<p>M 1: reporting to the executive Board.</p> <p>M 2: Database.</p>	<p>T 1 and (b 1): 120 (90).</p> <p>T 2 and (b 2): 10 (no data available).</p>	<p>N.A.</p> <ol style="list-style-type: none"> 1. Global campaign for the World Heritage Volunteers (WHV) initiative, jointly coordinated by the World Heritage Centre and CCIVS (54 youth action camp projects in 53 sites organized by 44 local/national organizations in 33 countries). 2. EFA Steering Committee (Jan-June 2014): the President of the Global Campaign for Education (GCE) was a member of the three-person drafting group which elaborated the "Joint Proposal for the post-2015 Education Agenda". GCE, ASPBAE and EI are members of the 19-member EFA Steering Committee. 3. The 7th Meeting of the CCNGO/EFA (May 2014) co-hosted by the Latin American Campaign for the Right to Education (CLADE) gathered representatives of international, regional and national member NGOs from all parts of the world to discuss and reflect on the achievements, challenges and future beyond 2015 of EFA. 4. 2014 Global EFA Meeting (May 2014): over 20 NGOs represented the CCNGO/EFA in this meeting and 8 major EFA NGO leaders participated in the discussions of the Ministerial/Leaders Meeting (GCE, EI, ATD 4th World, ASPBAE, ANCEFA, CLADE, ACEA, Save the Children). 5. Several major NGOs are actively involved and UNESCO allies in advocacy for a strong post-2015 education agenda. 6. Contribution of the International Council for Sport Science and Physical Education (ICSSPE) to the review of the 1978 Charter for Physical Education and Sport (c.f. 194 EX/9)
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					<p>7. Joint efforts UNESCO/Arab Institute for Human Rights (AIHR, NGO not in official partnership) on enhancing citizenship, democratic and human rights culture among youth in Tunisia and the Arab region.</p> <p>8. World Press Freedom Day (WPFDD) (5-6 May 2014): UNESCO partnered with 14 NGOs (including World Association of Newspapers and News Publisher (WAN-IFRA), European Union of Broadcasting, Committee to Protect Journalists (CPJ), International Federation of Journalists (IFJ), Reporters without Borders (RSF), Asian Media Information and Communication Centre (AMIC) and Internews International).</p> <p>9. In June 2014, the Asia-Pacific Broadcasting Union and the International Federation of Journalists were nominated and accepted to serve as members of the international steering committee for the Global Alliance on Media and Gender (GAMAG).</p> <p>10. AMARC is the moderator of the sub-group on community media within the framework of the WSIS+10. The moderator's report was presented on 12 June underlining that radio is endangered by the lack of access to airwaves, clear regulatory frameworks, financial resources etc.</p> <p>11. The "Ocean & Climate 2015" Platform was launched in June 2014: composed of some 20 civil society and research organizations, the platform seeks to build a multi-stakeholder alliance with the aim of placing the ocean at the centre of negotiations surrounding the United Nations Framework Convention on Climate Change (COP21, December 2015).</p>
<p>Expected Result No. 3</p> <p>Evaluation and impact assessment on the partnership with NGO</p>	<p>PI 1: Regular screenings of individual partnership undertaken and</p>		<p>M 1: Database.</p>	<p>T 1 and (b 1): 2 (0).</p>	<p>In addition, in accordance with the Directives concerning UNESCO's official relations with foundations, the cooperation with five Foundations is presently under evaluation with a view to the renewal of the official relations.</p>

improved	<p>recommendations implemented.</p> <p>PI 2: Global review of the overall cooperation with NGOs carried out.</p>		<p>M 2: statutory document for the Executive Board and the General Conference.</p>	<p>T 2 and (b 2): 1 (0).</p>	<p>An extensive mapping exercise was conducted from August 2013 to June 2014 to collect any pertinent information on the current status of partnerships with official NGO partners between 2007 and 2012. The mapping results will be submitted to the Executive Board at its 195th session (see document 195 EX/5 INF.2) for the preparation of the quadrennial report that the Director-General will submit to the General Conference at its 38th session on these partnerships' contribution to UNESCO's activities, together with an evaluation of the results, pursuant to Section X.2 of the Directives concerning UNESCO's partnership with non-governmental organizations (NGOs) (36 C/Resolution 108).</p>
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Assessment of progress

The achievement of the expected results as far as partnership with NGOs is concerned is on track. Targets have been respected and sometimes exceeded. However, more efforts still need to be made to promote a greater geographical diversity in the network of NGOs in official partnerships.

Within the period under consideration, the collective action coordinated by the NGO-UNESCO Liaison Committee has confirmed the new mobilization of NGOs towards the organization of events relevant to UNESCO's priorities.

The non-exhaustive list of joint activities given above shows how partnering with various NGOs enables UNESCO to extend the reach of its programme and greatly enhances its visibility. Partnership with NGOs concerns all fields of competence of the Organization and comprises many forms of cooperation, including advancement and dissemination of knowledge, technical and intellectual advisory functions to UNESCO, programme implementation, funding and visibility.

D. Media

Media and communication partners					
Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))	Progress achieved against target as at 30/06/2014
<p>Expected Result No. 1</p> <p>Media partnerships to enhance UNESCO visibility through sustainable and active partnerships improved and increased</p>	<p>PI 1: Further develop media partnerships completing the existing ones in terms of countries as well as nature of media so as to secure larger audience coverage.</p> <p>PI 2: Development of media-based communication campaigns in key countries where the brand building is mostly needed, targeting young people in particular, thanks to sustainable partnerships with media and/or advertisement agencies.</p>		<p>M 1: UNESCO DPI monthly visibility report: number of articles/videos, interview, Op-Ed, etc.</p> <p>M 2: Development of a network of institutional relationships with media team (management, documentaries and partnerships teams in particular).</p>	<p>T 1 and (b 1): Number of press articles obtained with the partners.</p> <p>T 2 and (b 2): number and nature of media and communication partnerships established.</p>	<p>The Media Relations Section manages two partnerships, with the Xinhua News Agency in China and the Ria Novosti news agencies in Russia. Both agree to relay and promote UNESCO's priorities and activities, in as many of their language versions and media supports, as relevant. Thus, Xinhua relays UNESCO news through more than 20 national newspapers and a dozen magazines in China, as well as feeding it to its client base of several hundred foreign media outlets. Ria Novosti is an important supplier of news to all of Eastern Europe and beyond, and has an excellent, much-visited web site. The partnership with Xinhua was renewed in the spring of 2014. Between 1 January and 31 May 2014, the Chinese agency published 408 dispatches concerning UNESCO and relayed them in several languages.</p> <p>According to the Meltwater media monitoring service, China is consistently the country providing the densest coverage of UNESCO.</p> <p>Over the same period, Ria Novosti distributed 200 dispatches concerning UNESCO, in several languages. These stories generated 205,959 page views on Ria Novosti's website.</p>

<p>Expected Result No. 2</p> <p>Support of civil society entities enhanced to further develop specific communication projects thus increasing visibility opportunities</p>	<p>PI 1: establishment of specific communication projects (exhibitions, publications, international conferences, etc.) on sectors' priorities and strategic events based on the tripartite model: UNESCO/media/private sponsor.</p> <p>PI 2: Create communication opportunities with NGOs, foundations, audiovisual/cinema production companies, press agencies, etc. to build up UNESCO's network of event partners and association to key events (where UNESCO can benefit from valuable communication platforms to promote its messages).</p>		<p>M 1: Numbers of communication projects serving the Sectors' specific communication needs (education, oceans, sustainable development, etc.).</p> <p>M 2: yearly renewal of the events and ongoing fruitful relationships with the communication and media partners.</p>	<p>T 1 and (b 1): increased visibility of UNESCO in the region thanks to regional or global communication projects.</p> <p>T 2 and (b 2): numbers of events organized in partnership with UNESCO and events reports for major events partnerships stating the volume and the profile of the audience reached.</p>	<p>1. Partnerships with movies and documentary production companies:</p> <ul style="list-style-type: none"> - Nomades Productions for +/- 5 Meters five documentaries on Oceans for ARTE and 12 other channels worldwide - Winds Prod for 26 documentaries on Journeys to School co-produced or sold already to 11 TV stations - Lato Senu Productions for a documentary with Ushuaïa TV and eight others broadcasted on biodiversity for ESD - Ladybird productions for a documentary on the Timbuktu Manuscripts for France Television and four other broadcasters <p>2. Partnerships with film industry</p> <ul style="list-style-type: none"> - Académie des Césars for an event gathering the best short films worldwide and their directors with Renault support - Pathé Film for the partnership on the "Mandela" movie - Partnership for the "Monument Men" event - Mars Films for "12 years A Slave" for the 20th anniversary of the slave route project - Salon Film for supporting sustainable development video productions
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Assessment of progress

UNESCO's partnerships with media organizations and communication-related private-sector companies, press agencies, etc. have significantly contributed to improved visibility for the Organization. Over the last three years:

- the number of newspaper articles with UNESCO in the headline or first paragraph has increased by 37%;
- the number of page views of UNESCO's website has increased by 180%;
- the number of likes/followers/fans on UNESCO's social media channels has increased by 1,000%.

Effective partnerships were a major contributor to these results. Our partnerships related to mass media and communication have proved most successful when they have been implemented in "three-way" relationships: UNESCO, a media partner plus a funding partner/donor.

E. Parliamentarians

Parliamentarians					
<i>Expected Results</i>	<i>Performance indicator (PI) (a maximum of three)</i>	<i>Baseline</i>	<i>Means of verification (M) (data source)</i>	<i>Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))</i>	<i>Progress achieved against target as at 30/06/2014</i>
<p>Expected Result No. 1</p> <p>Parliamentarians involved in UNESCO's normative action including the ratification of the international conventions and reciprocal representation in respective General Assemblies</p>	<p>PI 1: Visibility of UNESCO's action increased, notably its standard-setting action in the legislative sphere.</p> <p>PI 2: National Commissions associated with this push for partnership with parliamentarians that vote national budgets in areas of interest to UNESCO and ratify international conventions.</p>		<p>M 1: UNESCO's participation in parliamentary conferences and organization of parliamentary meetings by UNESCO.</p> <p>M 2: triangular partnership UNESCO/National Commissions and parliamentarians developed in order to sensitize and engage on UNESCO's programme, objectives and priorities.</p>	<p>T 1 and (b 1): participation of parliamentary institutions in UNESCO committees on EFA and international conventions.</p> <p>T 2 and (b 2): increased representation of parliamentarians in main bodies of National Commissions.</p>	<p>Owing to its small budget allocation for missions, UNESCO could not be represented at its partners' major parliamentary events (a provision in its cooperation agreements).</p> <p>The action plan for enhancing the Secretariat's cooperation with the National Commissions has been adopted by the General Conference (37 C/Resolution 97). Under the action plan, Member States are required to submit reports on the implementation of recommendations, including their cooperation with civil society partners and networks, before 30 June 2014. On the basis of those reports, the Secretariat will submit a progress report on the implementation of all of the recommendations to the Executive Board at its 196th session.</p>
<p>Expected Result No. 2</p> <p>Broader support of parliamentarians to UNESCO ensured, notably in LDCs</p>	<p>PI 1: cooperation pursued between UNESCO and international & regional parliamentary organizations in the field of normative action.</p>		<p>M 1: Organization's support base in Member States expanded by increased number of parliamentarians attending UNESCO events on normative action, especially in the field of EFA, culture and sciences.</p>	<p>T 1 and (b 1): increased visibility of UNESCO in decision-making circles and favourable conditions for expanding the Organization's support base in Member States created.</p>	<p>Information on this aspect will be provided at the 196th session of the Executive Board.</p>

	PI 2: UNESCO's network of parliamentarians extended, while cooperation among existing networks strengthened.		M 2: activity reports from National Commissions submitted within the framework of the Action Plan of Tripartite working Group.	T 2 and (b 2): visible mobilization and involvement of parliamentarians by National Commissions and field offices in their respective countries, notably in LDCs.	The deadline for the submission of the National Commissions' reports is 30 June 2014, as explained above.
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Assessment of progress

UNESCO made parliamentary organizations aware of its priority goals at their statutory international and regional assemblies. Owing to UNESCO's limited resources, many efforts to strengthen the Organization's action and to obtain conclusive cooperation results must yet be made, in particular continuous consultation of parliamentarians. Parliamentary fora centred on UNESCO's priority fields are managed by the programme sectors.

F. Associations, Centres and Clubs for UNESCO

Associations, Centres and Clubs for UNESCO					
<i>Expected Results</i>	<i>Performance indicator (PI) (a maximum of three)</i>	<i>Baseline</i>	<i>Means of verification (M) (data source)</i>	<i>Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))</i>	<i>Progress achieved against target as at 30/06/2014</i>
<p>Expected Result No. 1</p> <p>Associations, Centres and Clubs' support for UNESCO's action secured</p>	<p>PI 1: Activities of Associations, Clubs and Centres for UNESCO in line with UNESCO's mission and objectives.</p> <p>PI 2: Involvement of women and youth in the Clubs activities increased.</p>		<p>M 1: Results of UNESCO Clubs' surveys undertaken by National Commissions to UNESCO.</p> <p>M 2: Activity reports from National Commissions submitted within the framework of the Action Plan of the Tripartite working Group.</p>	<p>T and (b) 1: Increased number of activities in line with the objectives and priorities of UNESCO featured in UNESCO Clubs' survey and Activity reports from National Commissions (b1): WFUCA and Regional Federations of UNESCO Clubs (in total six entities) mobilized for conducting activities in line with UNESCO's mission and objectives).</p> <p>T and (b) 2: Increased number of Clubs activities specifically targeting and/or involving women and youth (b 2: WFUCA and Regional Federations of UNESCO Clubs (in total six entities) mobilized for</p>	<p>The survey on UNESCO associations, centres and clubs has been delayed on account of budget and staff constraints. It is to be performed soon.</p> <p>The 2013 National Commissions for UNESCO annual report, the first ever in the history of the Organization, was published in April 2014. It reports on the large number of successful activities carried out to promote the UNESCO Clubs network.</p> <p>The National Commissions had been urged to include themes relating to youth and women in requests under the Participation Programme, in respect of UNESCO Clubs. Such requests were assessed positively.</p>

				conducting activities targeting these groups).	
<p>Expected Result No. 2</p> <p>Partnership between Clubs and National Commissions strengthened</p>	<p>PI 1: National Commissions accredit, monitor and assess as appropriate the Associations, Centres and Clubs for UNESCO in their respective countries.</p> <p>PI 2: name and logo of UNESCO properly used by Clubs for UNESCO.</p>		<p>M 1: Global review of the overall cooperation with Associations, Centres and Clubs for UNESCO carried out at the country level.</p> <p>M 2: decreased misuse of the name, acronym, logo and internet domain names of UNESCO by Clubs.</p>	<p>T 1 and (b 1): reporting to UNESCO (ERI) on Recommendation 6 of the Action Plan of the Tripartite working Group.</p> <p>T 2 and (b 2): 100 National Commissions to be sensitized about their role as guarantors of the proper use of UNESCO's name and logo during all events organized for National commissions, and displaying this commitment at the country level.</p>	<p>An overall evaluation of the National Commissions cooperation with the UNESCO Clubs movement at the national level has been scheduled for 2014.</p> <p>All National Commissions were made specifically aware of their coordinating role and of their responsibility for identifying clubs and ascertaining the validity of their activities.</p> <p>Furthermore, the Secretariat regularly reminded the Clubs and the National Commissions of the Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO (34 C/Resolution 86).</p> <p>Lastly, some National Commissions have taken the initiative of drawing up contracts authorizing clubs to use UNESCO's name and logo for a two-year renewable term. It is customary for such entities to submit a yearly activity report to the National Commissions as proof of their active status. Those initiatives were strongly encouraged and constitute best practices in that regard.</p>
<p>Assessment of progress</p> <p>UNESCO continued to support the movement of UNESCO Associations, Centres and Clubs despite its limited financial and human resources. It has been innovative in drawing on other resources, the Participation Programme and the National Commissions, and in involving them in the celebration of international days. The UNESCO centres, for their part, provided support and acted as intermediaries in initiating partnerships with football clubs.</p>					

G. Academic – universities and other higher education institutions, research institutions in higher education

UNITWIN/UNESCO Chairs Programme					
<i>Expected Results</i>	<i>Performance indicator (PI) (a maximum of three)</i>	<i>Baseline</i>	<i>Means of verification (M) (data source)</i>	<i>Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))</i>	<i>Progress achieved against target as at 30/06/2014</i>
<p>Expected Result No. 1</p> <p>Cooperation and networking strengthened and university expertise mobilized to serve UNESCO's programme delivery in its priority areas</p>	<p>PI 1: Number of UNITWIN/UNESCO Chairs mobilized to support programme delivery in UNESCO's priority areas.</p>		<p>M 1: Annual or bi-annual reports.</p>	<p>T 1 and (b 1): 50 UNITWIN/UNESCO Chairs (Education).</p>	<ul style="list-style-type: none"> - The meeting of UNESCO Chairs on higher education, teachers and ICT in education (January 2014) brought together representatives of 42 UNESCO Chairs established in 27 Member States in all UNESCO regions. On that occasion, concrete areas of cooperation between the UNESCO Chairs and UNESCO were identified. Among these, one publication on higher education and sustainable development will be prepared in collaboration with 15 UNESCO Chairs on (higher) education for sustainable development. <p>Some 15 UNESCO Chairs have been providing their expertise for completing the UN DESD. From among these, four will coordinate a workshop at the World Conference on ESD in Nagoya, Japan, this year; and two UNESCO Chair holders are members of the Steering Group of the Conference.</p> <ul style="list-style-type: none"> - An International Conference of UNESCO Chairs in ICT in education was held from 1 to 4 June 2014 in Saint Petersburg, Russian Federation, to further foster Chairs' networking, and discuss with the Chairs and the IITE possible areas of cooperation. - Some 79 UNESCO Chairs in education will be invited to contribute their expertise to UNESCO's report "Rethinking Education", expected to be published in 2015.

Assessment of progress

The above only gives information about cooperation in the field of education with the UNESCO Chairs/Networks. Such cooperation exists in all areas in UNESCO's mandate – social and human sciences; natural sciences and the water programme; culture; information and communication. The Chairs/Networks are being increasingly perceived as a valuable partner whose expertise can support the implementation of UNESCO's programme. The team in charge of the coordination of UNITWIN works relentlessly to help connect the Chairs with the relevant UNESCO programmes to strengthen further this mutually beneficial partnership.

H. UNESCO Associated Schools Project Network (ASPnet)

UNESCO Associated Schools Project Network (ASPnet)					
<i>Expected Results</i>	<i>Performance indicator (PI) (a maximum of three)</i>	<i>Baseline</i>	<i>Means of verification (M) (data source):</i>	<i>Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))</i>	<i>Progress achieved against target as at 30/06/2014</i>
Expected Result No. 1 Countries supported in the development of knowledge, values and skills in the area of peace and human rights and other key UNESCO and United Nations priorities	PI 1: Number of Aspnet members supported which have delivered quality programmes and projects on peace, human rights and other UNESCO and UN priorities.		M 1: Country reports.	T 1 and (b 1): 20% of Aspnet members.	<ul style="list-style-type: none"> - Production and diffusion of a video clip in January (http://en.unesco.org/aspnet/biodiversity/aspnet-action-video) emphasizing selected outstanding ASPnet activities and actions throughout 2013, to promote the role of schools in raising awareness and protecting biodiversity in their environments. More than 450 participants from 83 countries took part in the first ASPnet in Action online collaborative platform "Learning and exchanging about biodiversity". - Cooperation with the educational outreach programme of the UN Department of Public Information on the occasion of the International Day for the Remembrance of Victims of the Slave Trade for the organization of the 6th Annual Student Videoconference "Remember Slavery" on 26 March. - Associated Schools worldwide participated actively in the Global Action Week campaign "Education and Disability" under the slogan "Equal Right, Equal Opportunity" (4 to 10 May). - ASPnet representatives from 10 countries including National Coordinators, teachers and students participated in the 6th edition of the Danube Delta Workshop "Save the Planet Earth for your Family" held in Tulcea and Murighiol, Romania (from 12 to 15 June) and organized by Veolia Environment and Apa

					<p>Nova Bucuresti, under the patronage of the Romanian National Commission for UNESCO.</p> <ul style="list-style-type: none"> - Launch of ASPnet in Action online collaborative platform “Global Citizens connected for Sustainable Development”: https://en.unesco.org/aspnet/globalcitizens/. This platform aims to be an effective online tool for generating continuous interactions and partnerships among the ASPnet worldwide to increase understanding of global citizenship education, and to strengthen its teaching and learning in support of sustainable development. It inspires collaborative networking and participation of ASPnet teachers, students and experts to connect with their peers across the globe by exchanging about school-based initiatives and learning from their respective experiences.
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Assessment of progress

The ASPnet International Coordination’s capacity to manage the worldwide Network was enhanced. The requests from ASPnet National Coordinators to support projects and activities at the national or regional level have continued to grow.

The focus and reaffirmation of the role of ASPnet has resulted in an increased demand for substantial collaboration with ASPnet by colleagues inside and outside ED/TLC (including other sectors, field offices and external partners).

I. UNESCO Honorary and Goodwill Ambassadors

Honorary and Goodwill Ambassadors					
Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))	Progress achieved against target as at 30/06/2014
<p>Expected Result No. 1</p> <p>All Honorary and Goodwill Ambassadors have an action plan</p>	<p>PI 1: % of total action plans that match with UNESCO's programme, objectives, and priorities.</p> <p>PI 2: % of total action plans that include the communication strategy aiming to increase UNESCO's visibility.</p>		<p>M 1: Honorary and Goodwill Ambassadors' active involvement in events, activities, and meetings organized by UNESCO.</p> <p>M 2: Increased use of UNESCO's name and logo.</p>	<p>T 1 and (b 1): 40% (16%)</p> <p>T 2 and (b 2): 40% (16%).</p>	<p>So far, some 26% of UNESCO Honorary and Goodwill Ambassadors have plans of actions aiming to involve them in events, activities, and meetings organized by UNESCO at Headquarters and abroad. These plans of actions are based on UNESCO's needs in line with its core mandate.</p> <p>The plans of actions, which are mutually agreed with UNESCO Honorary and Goodwill Ambassadors also include a communication strategy to increase UNESCO's visibility through TV, radio, newspapers etc. UNESCO Honorary and Goodwill Ambassadors strongly encouraged also to support UNESCO's actions and activities through social networks.</p>
<p>Expected Result No. 2</p> <p>Cooperation between UNESCO's field offices and Honorary and Goodwill Ambassadors is strengthened</p>	<p>PI 1: % of Honorary and Goodwill Ambassadors that include visit of UNESCO's field offices in their professional agendas.</p> <p>PI2: % of Honorary and Goodwill Ambassadors that establish, if necessary, direct contacts with UNESCO's field offices.</p>		<p>M1: Increased participation of Honorary and Goodwill Ambassadors in the events and project implementation organized by UNESCO's field offices.</p> <p>M 2: Honorary and Goodwill Ambassadors initiate activities in line with UNESCO field offices' priorities.</p>	<p>T 1 and (b 1): 40% (11%)</p> <p>T 2 and (b 2): 40% (11%).</p>	<p>So far, some 30% of UNESCO Honorary and Goodwill Ambassadors have been active in including visits to UNESCO's field offices in their professional agendas notably on the occasion of their professional missions and official visits. UNESCO's Offices in Latin America, Sub-Saharan Africa and South-East Asia are among the most visited by UNESCO Honorary and Goodwill Ambassadors.</p> <p>UNESCO encourages its Honorary and Goodwill Ambassadors to establish direct contacts with its field offices. The Programme of their visits to the field as well as the common activities planned during these visits are agreed between UNESCO Honorary and Goodwill Ambassadors and field offices in coordination with Organization's Headquarters.</p>

<p>Expected Result No. 3</p> <p>Honorary and Goodwill Ambassadors continue to raise funds for UNESCO's programme objectives and priorities</p>	<p>PI1: % of Honorary and Goodwill Ambassadors that make personal financial contributions towards the Organization's priority programmes, projects and activities.</p> <p>PI2: % of Honorary and Goodwill Ambassadors that mobilize extrabudgetary resources and work out co-funding schemes in close cooperation with UNESCO.</p>		<p>M1: Honorary and Goodwill Ambassadors' financial contributions are reflected in communication tools of UNESCO.</p> <p>M2: Honorary and Goodwill Ambassadors' work with public and private partners is reflected in communication tools of UNESCO.</p>	<p>T 1 and (b 1): 25% (12%).</p> <p>T 2 and (b 2): 40% (22%).</p>	<p>So far, some 5% of UNESCO Honorary and Goodwill Ambassadors made financial contributions towards the Organization's priority programmes, projects and activities. However, UNESCO maintains an active consultation with its Honorary and Goodwill Ambassadors to identify the concrete programmes, projects and activities, in line with the Organization's priorities where an additional financial contribution can be made.</p> <p>During the consultations, UNESCO encourages its Honorary and Goodwill Ambassadors to mobilize extrabudgetary resources and work out co-funding schemes in close cooperation with the Organization. In this regard, the close cooperation with the Foundations chaired by UNESCO Honorary and Goodwill Ambassadors as well as their professional partners are identified as the priority target.</p>
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Assessment of progress

In line with the priority attached by the Director-General to cooperate with UNESCO Honorary and Goodwill Ambassadors, UNESCO continued to work with these personalities to raise awareness, extend public outreach and visibility, ensure that the Organization's key messages reach as wide an audience as possible at national, regional and international levels, and mobilize support for UNESCO's programme objectives and priorities.

In this regard, UNESCO designated, in March 2014, Ms Peng Liyuan, a musician of international renown and the First Lady of the People's Republic of China, as a UNESCO Special Envoy for the Advancement of Girls' and Women's Education. This designation was in line with the Organization's strategy to ensure that the education of girls and women is recognized as a basic right, and the best possible investment for human development. In June 2014, Mr Salif Traoré (A'Salfo), UNESCO Goodwill Ambassador launched a new initiative with his band Magic System, of which he is a lead singer. He has appealed to a number of celebrities to record Magic System's new album, entitled "Africainment Vôtre". Each of these celebrities has generously accepted to autograph soccer balls to be auctioned off. The funds raised will be donated to support UNESCO's projects in the field of literacy.

UNESCO is also pleased to acknowledge the numerous projects that Forest Whitaker continues to implement in his capacity as a UNESCO Special Envoy in Uganda, South Sudan, and Mexico aiming to support youth. These projects meet fully our Organization's objectives towards engagement with youth, which aim to empower young people, reach out to them, respond to their expectations and ideas, and foster useful and long-lasting skills.

Herbie Hancock, UNESCO Goodwill Ambassador and Marcus Miller, UNESCO Artist for Peace have generously contributed to the 3rd edition of International Jazz Day, which took place in Osaka, Japan on 30 April 2014 with support of the [Thelonious Monk Institute for Jazz](#). Various workshops, lectures, master classes, and panels were organized on the occasion of this event at the [Osaka School of Music](#), aiming to promote jazz among youth and other communities. The Global concert, as well as a series of [educational programmes](#), emphasized the importance of peace, tolerance and other values embedded in jazz, which are at the heart of UNESCO's mandate.

Mr Kitin Munoz, UNESCO Goodwill Ambassador supported the organization of the 10th edition of the Moussem of Tan-Tan gathering of nomadic people of the Sahara aiming to safeguard and promote local traditions and provide a place for exchange, meeting and celebration. This event took place in Morocco from 6 to 8 June 2014.

The BBC Proms concert of the World Orchestra for Peace, UNESCO Artists for Peace was held in the Royal Albert Hall, in London, on 20 July 2014. This talented ensemble continues to promote cultural diversity, intercultural dialogue and a culture of peace through their exceptional music.

UNESCO continues these strategic, mutually beneficial partnerships and relationships established with UNESCO Honorary and Goodwill Ambassadors in support Organization's priorities, which is defined in close cooperation with the respective programme sectors and field offices.

J. UNEVOC Network

UNEVOC Network					
<i>Expected Results</i>	<i>Performance indicator (PI) (a maximum of three)</i>	<i>Baseline</i>	<i>Means of verification (M) (data source)</i>	<i>Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))</i>	<i>Progress achieved against target as at 30/06/2014</i>
<p>Expected Result No. 1</p> <p>The UNEVOC Network strengthened through expansion of capacity-building and knowledge management activities</p>	<p>PI 1: Number of UNEVOC Centres actively contributing to TVET online database updates, evidence based promising practices and moderated discussion e-forum.</p> <p>PI 2: Number of UNEVOC centres which benefited from capacity building programmes.</p> <p>PI 3: Number of UNEVOC Centres which successfully renewed their membership.</p>		<p>M 1: World TVET Database, Promising practices, e-Forum online conferences.</p> <p>M 2: UNEVOC International Centre's reports on activities (e.g. meetings reports, conferences proceedings).</p> <p>M 3: Network portal update.</p>	<p>T 1 and (b 1): 60 UNEVOC Centres validated and updated TVET database.</p> <p>T 2 and (b 2): Minimum 12 online conferences organized and 40 quality promising practices coming from at least 25 UNEVOC centres initiatives.</p> <p>T 3 and (b 3): 50% successfully renewed their membership.</p>	<p>29 UNEVOC Centres contributed to the clearinghouse and knowledge activities of UNEVOC. Seven (7) UNEVOC Centres validated country reports for the TVET database; 22 updated Network directory and information</p> <p>11 UNEVOC Centres benefitted from two capacity building programmes.</p> <p>Two (2) online conferences were organized with representation from 50 UNEVOC Centres;</p> <p>10 promising practices from 10 UNEVOC Centres were selected from a total of 47 good examples of successful initiatives around the topics of youth and skills development and applications of greening TVET.</p> <p>Four new UNEVOC Centres have been inducted into the Network as new members.</p>
<p>Assessment of progress</p> <p>Building on the renewed interest of the UNEVOC Centres to engage in TVET transformations and Network consolidation recorded in 2013, an increased momentum and engagement of the UNEVOC Centres has been observed in the last six months. This is evidenced by the high participation in the programmes and active contributions to the clearinghouse and knowledge management activities of the UNEVOC International Centre.</p> <p>Between January and June 2014, <u>50 UNEVOC Centres</u> were represented in the two (2) e-Forum virtual conferences conducted by UNESCO-UNEVOC International Centre for this period. Of this total, <u>21 represented the UNEVOC Centres</u> (11% of total no. of participants) in a Special Virtual Conference on Revising the 2001 Revised Recommendation concerning TVE from 1 to 14 April 2014; <u>29 represented the UNEVOC Centres</u> (15% of the total no. of participants) in the Virtual</p>					

Conference on Vocational Pedagogy from 12 to 26 May 2014.

A follow up meeting of experts to the multi-phased Revision of UNESCO Recommendations on TVET engaged four (4) UNEVOC Centres from four countries (Russian Federation, Cote d'Ivoire, Costa Rica and Germany) in May 2014, as part of a working group that is working on identifying areas for updating and improving the key UNESCO normative framework document. It will also assist UNESCO in facilitating regional consultations with Member States and in producing a draft set of Revised Recommendation.

Two capacity-building programmes were conducted by UNEVOC in May 2014. The first was a workshop held in Botswana which benefitted seven UNEVOC Centres from the Africa region on the topic of Youth Transitions (South Africa, Zambia, Kenya, Mozambique, Malawi, Botswana and Mauritius). It provided a platform for elaborating policy responses to address school-to-work transitions and informal youth unemployment in the context of policy and political conditions.

The second, held in Germany, contributed to sensitizing four UNEVOC Centres (Sri Lanka, Costa Rica, Malawi and Morocco) in addressing capacity and qualifications gaps in the water and wastewater sector in the context of sustainable Development and technological advances. In both programmes, country experiences were shared for mutual learning.

Twenty-nine UNEVOC Centres contributed to the clearing-house and knowledge management functions of the UNEVOC International Centres in the past six months. Of these, seven validated country reports for the World TVET Database; 22 updated Network information and directory on the Network portal.

A total of 10 promising practices from 10 UNEVOC Centres have been selected to model successful initiatives around the topics of youth and skills development and the applications of greening TVET. They will be shared at a global TVET discussion in October 2014 to showcase innovations and impact, potential for replication and scaling up of the initiatives of the UNEVOC Centres.

Four new UNEVOC Centres from Uruguay, Finland, Russia and South Africa have been inducted into the Network as new members. Eleven new membership applications are in process as at June 2014.

K. Category 2 institutes and centres under the auspices of UNESCO

Category 2 institutes and centres under the auspices of UNESCO					
Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))	Progress achieved against target as at 30/06/2014
<p>Expected Result No. 1</p> <p>Category 2 institutes and centres made programmatic contributions to the strategic objectives of UNESCO</p>	<p>PI 1: Number of category 2 institutes and centres contributed to UNESCO regular programme.</p>		<p>M 1: Category 2 institutes and centres' regular reports to UNESCO.</p> <p>M 2: UNESCO overall reporting on activities by category 2 institutes and centres.</p>	<p>T 1 and (b 1): Fact sheets on 97 category 2 institutes and centres updated, including online</p>	<p>In accordance with the Integrated Comprehensive Strategy for category 2 institutes and centres the biennial mapping exercise has started with the updates of relevant information further to:</p> <ul style="list-style-type: none"> (i) approval of the creation of 16 new entities; (ii) the renewal of agreements of a number of existing institutes/centres; (iii) the alignment of some agreements with the current Strategy; (iv) the programmatic adjustment of institutes/centres' activities to the strategic objectives of UNESCO for the period currently covered by its Programme and Budget (document 37 C/5).
<p>Expected Result No. 2</p> <p>Cooperation with category 2 institutes and centres strengthened and implementation of the integrated comprehensive strategy for category 2 institutes and centres improved</p>	<p>PI 1: Number of international, interregional and regional meetings of category 2 institutes and centres organized.</p> <p>PI 2: Number of category 2 institutes and centres renewed.</p>		<p>M 1: Meeting reports</p> <p>M 2: Renewal assessments.</p>	<p>T 1 and (b 1): At least 50% of category 2 institutes and centres participated in annual and/or ordinary network meetings.</p> <p>T 2 and (b 2): Guidance and criteria of the integrated comprehensive strategy for category 2 institutes and centres applied for 100 % of the renewed agreements.</p>	<p>In order to stimulate the ability of category 2 institutes and centres to contribute effectively to the delivery of UNESCO's strategic objectives and expected results, UNESCO conducted regular global meetings in their respective domains, as follows:</p> <ul style="list-style-type: none"> • Education Sector – Eight institutes/centres participated in the 3rd Meeting of UNESCO Education Sector Category 2 Centres (Dubai, United Arab Emirates, 5-7 March 2013); • Division of Water Sciences – 15 institutes/centres participated in the Water Family Meeting during the UNESCO Strategic and High-Level Meeting on Water Security and Cooperation (Nairobi, Kenya, 11-13 September 2013) and 17 institutes/centres participated in the Meeting of the Directors of Category 2

					<p>Water-Related Centres (Side meeting during the 21st session of the IHP Council, 18-20 June 2014)</p> <ul style="list-style-type: none"> • World Heritage Centre – Nine institutes/centres participated in the Meeting of category 2 centres in the field of World Heritage (Shanghai, China, 23-26 May 2014) • Intangible Cultural Heritage Section – Nine institutes/centres participated in the meeting of category 2 centres in the field of intangible cultural heritage (Sozopol, Bulgaria, 23-26 July 2013; Baku, Azerbaijan, 4 December 2013; Paris, France, 8 June 2014) <p>The renewal of agreements is effective or on the way to for 10 existing institutes/centres in line with the provisions of the Strategy.</p>
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Assessment of progress

The current framework of cooperation with category 2 institutes and centres is governed by the Integrated Comprehensive Strategy for Category 2 Institutes and Centres as amended by the General Conference, at its 37th session in November 2013, based on the recommendations of the Executive Board (document 37 C/18 Part I), so as to further strengthen category 2 status renewal procedures, improve alignment of category 2 institutes/centres' operations with UNESCO's results-based management approach and sectoral strategies, strengthen the monitoring and reporting requirements of the network, and reduce the cost to UNESCO of maintaining this network in terms of human and financial resources, as well as the special needs of developing countries.

Regarding costs, including costs of feasibility studies, renewal exercises, as well as continued strategic coordination, monitoring and reporting specific provision of the amended Strategy, now states that Member States or individual institutes/centres should fund the full cost to UNESCO of feasibility studies, UNESCO's participation in institute or centre governing bodies, renewal review assessments, and any annual coordination meetings, and this is also included as special references in relevant articles of the corresponding model agreement.

In following the decision of the Executive Board related to the workload of its sessions a new provision on consideration of submissions for designation was also introduced in the Strategy; the Executive Board will now examine proposals for the creation of new category 2 entities only once per biennium, during its session immediately preceding the regular session of the General Conference.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fifth session

195 EX/4 Part V PG/Report

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EXECUTION OF THE PROGRAMME ADOPTED BY THE GENERAL CONFERENCE

PART V

NEW FORMAT FOR EX/4 DOCUMENTS: REPORT OF THE PREPARATORY GROUP

SUMMARY

Pursuant to 194 EX/Decision 4 (IB), the Preparatory Group presents its report containing the summary and conclusions of the debate held at its inter-sessional meeting on 2-3 and 9 September 2014 on the new format of EX/4 reports.

Action expected of the Executive Board: proposed decision in paragraph 11.

1. The Preparatory Group in its examination of a new format for the EX/4 reports agreed that the following principles of good reporting, identified in the PG/Background Note ("Towards a new format for the EX/4 document: Background note prepared by the Secretariat") and substantiated by the BSP-IOE evaluation on results reporting:

- A clear distinction between reporting on (i) activities and output delivery and (ii) reporting on expected results and outcomes;
- A change in the frequency of reporting throughout the new quadrennial cycle allowing for more rigorous, cost- and time-effective analysis and reporting so as to enable the Executive Board to fulfill its statutory functions regarding programme implementation, the application of sunset clauses, and related reporting to the General Conference, in accordance with Article V.6(b) of UNESCO's Constitution, and Recommendation 13 of 33 C/Resolution 92;
- A clear presentation of reported self- assessments and evaluation information feeding into the results-reporting.

2. The Preparatory Group examined both the Background Note prepared by the Secretariat and the Note prepared by the Dutch Delegation in cooperation with a group of Member States ("Proposal for more efficient and effective format for EX/4 and Executive Board calendar").

3. The Preparatory Group agreed that the reporting burden at UNESCO, both internal and external, must be lightened. It proposes that action be taken by the Secretariat to address the following three areas of improvement set in the Background document, Part B:

- (1) Simplifying and reducing the number and length of reports, and making a clearer distinction between the reporting on activities and output delivery, and the reporting on higher level results, trends and outcomes.
- (2) Facilitating timely strategic decision-making on future programme orientations.
- (3) Simplifying, rationalizing and recalibrating the online information in line with RBM-RBB principles for a more rigorous and timely analysis of output delivery.

4. At the same time, having audited several experts from outside institutions, the Preparatory Group also urged that reflection on improving reporting methods, tools and mechanisms be continued in the following areas:

- Ensuring proper reflection of “beneficiary and stakeholders” feedback in UNESCO reporting: as a first step in that direction, the Preparatory Group proposed that a “stakeholders’ feedback survey” be undertaken in the summer of the second year of every quadrennium in a manner suited to UNESCO’s needs and functions, soliciting feedback from Member States and other relevant stakeholders on their use of UNESCO’s outputs and satisfaction with them. The results of this survey would be presented to the following General Conference.
- Better **integrating evaluation results** into UNESCO reporting, *inter alia* by adapting the IOS evaluation plan to the new reporting cycle.
- Reviewing **performance indicators**: the Preparatory Group requested that C/5 performance indicators will need to be reviewed to better distinguish between output and outcome indicators.
- Moreover, the Preparatory Group noted that there would need to be full clarity on the expected level of output or achievement to be reported on in the event that an implementation plan is necessary. The Preparatory Group considers that the Programme Implementation Report should report on the actual implementation plan. However the Analytical Programme Implementation Report will also include an analysis of the gap between achievements at the level of the implementation plan and those in the adopted C/5 which would have been based on the full budget. In the event of the organization operating at its full budget, this would cease to be an issue.

5. As a result of its debates, and based on the work of a dedicated working group, the Preparatory Group proposes the following:

A. Periodicity – Reporting calendar

6. As stated in the Executive Board’s decision and in the evaluation report, the EX/4 must facilitate decision-making and allow the Executive Board to make a wider, more strategic, more future-oriented and timely assessment of the performance of the programmes in terms of output delivery, allowing it to express its views during the quadrennium through explicit decisions on the performance and possible adjustments of individual programmes in terms of output delivery.

7. The Preparatory Group agreed that more reporting is not necessarily better reporting. The Preparatory Group proposes that:

- (a) An annual “**Programme Implementation Report (PIR)**” be published for each spring session of the Executive Board containing reporting information on the programme implementation in terms of output delivery over the past year (non-cumulative);
- (b) At the first spring session of the quadrennium, the Secretariat will present a quadrennial “**Analytical Programme Implementation Report (APIR)**” containing analytical reporting information including trends, aggregated information per sector and per region, covering the preceding quadrennium;
- (c) A “**Strategic Results Report (SRR)**” will be published once every quadrennium, in the third year of the cycle. It seems that publication during the spring session would be most appropriate since the report will then inform both the consultations with Member States on the future C/5 and, the presentation of the Preliminary Proposals, six months later. To take into account the long-term nature of many of UNESCO’s Expected Results and to capture UNESCO’s contribution to change over longer periods, the report would not be linked to only the current programme but also to the years before;
- (d) The **online implementation information remains** accessible to Member States (and in its printed form upon demand). The Preparatory Group considers that this information can be referred to by Member States during Board sessions and thus can provide space for substantive debates on programme issues.

The Preparatory Group suggests that the time and capacity made available in the autumn session of the Board be used to have a (plenary) debate on major issues relevant to UNESCO programmes rather than on implementation reporting. The Board could make a decision with regard to the design of these debates.

8. The Preparatory Group therefore proposes the adoption of the calendar presented in Annex I.

B. Reporting tools and modalities

9. Therefore, the Preparatory Group proposes the development by the Secretariat of the following reporting tools:

- “**Programme Implementation Report (PIR)**”: this report will inform the Board whether implementation is achieved within given time, quantity, quality and budget constraints. It will be published every year for the spring session of the Board, instead of the current practice of issuing printed reports on a six-monthly basis. This annual report will present per Expected Result the status of achievement of outputs in a format compatible with the International Aid Transparency Initiative (IATI) by presenting in an integrated format (one table for example): budget allocation, expenditure rate, amount of extrabudgetary funds raised performance assessment against output indicators (is output implementation on track?), challenges and remedial actions. The report shall contain a concise strategic assessment of progress made on implementation, including trends, geographical distribution and challenges in key programme areas, aggregating several expected results. This assessment should be a total picture of the assessment of all UNESCO’s activities under each Expected Result against all related output indicators, which is not the case now according the 2014 UNESCO study regarding UNESCO’s results-reporting. Examples of key questions will be: Are we on track for achieving the outputs? What are systemic challenges in implementation? Which options for concrete remedial actions can the Secretariat propose to the Executive Board?

NB: The **current EX/4 Part II** document containing the management chart and general information about the Organization’s financial situation will continue to be presented to each Executive Board Session.

- At the first spring session of the quadrennium, the Secretariat will present a four-year quadrennial **Analytical Programme Implementation Report (APIR)**. This APIR will cover the status of programme implementation over the whole quadrennium. Instead of repeating all findings of all three annual PIRs over the quadrennium it will present the implementation status in a more analytical format including *inter alia* trends, aggregated information per sector and per region, covering the preceding quadrennium. To facilitate decision-making, the challenges reported under the different Expected Results shall not be mentioned only separately under each Expected Result but rather be dealt with in a comprehensive section where they can be addressed with a comprehensive and coherent set of concrete proposals for solutions.
- **“Strategic Results Report (SRR)”** This report will aim at facilitating strategic decision-making and future planning by the Executive Board. It will do this by answering *inter alia* the following questions: did UNESCO’s activities lead to changes for all stakeholders or not? Does UNESCO have an added value (niche) in its areas of intervention in regard to other organizations? It will be published once every quadrennium as recommended by the Results-Reporting Evaluation by IOS and BSP, in the third year of the cycle. It seems that a publication of this results information in the spring would be most appropriate as this (i) applies the principles of Results-Based Management by informing the C/5 consultative process and (ii) would inform the discussions on the Preliminary Proposals six months later.

This report will be strategic and analytical. It will be retrospective and forward looking. Retrospectively it will present the causal effects UNESCO’s work has produced. This overview will not pertain to output delivery but rather to achievement of results in terms of outcome and – as applicable and to the extent possible impact. This outcome information will be presented in a way that will enable the final two Executive Board sessions to forward recommendations to the General Conference concerning the concrete and precise implementation of sunset clauses for UNESCO’s programmes as requested by the 37th session of the General Conference and specifically whether programmes should be terminated or continued. Forward looking it will present ideas about how to address identified challenges and a coherent set of concrete proposals for solutions including future areas of work and orientations. The input for this report will be internal programme reviews, findings from evaluations and stakeholder feedback. The work plans and agenda of IOS evaluations will be adapted to provide the appropriate input on time and there will be no significant financial implications. This follows the findings of IOS report IOS/EVS/PI/136 Rev. from June 2014 that found that “one could plan evaluations in such a way that they comprehensively cover the system over a period of four years. This would not necessarily require more resources, just a more systematic planning of existing evaluative exercises”.

- An online Stakeholder Feedback Survey will be sent to Member States/stakeholders in the summer of 2015. The collected information on Member States/stakeholders’ appreciations and results will be analysed and presented to the 38th session of the General Conference.
- An online C/5 Content and Programme Priority Survey will be sent to Member States, International Organizations and NGOs immediately after the third spring session of the Executive Board in the quadrennium. In this Survey respondents can give the Secretariat their views with regard to the next Draft C/5.

The templates of both Surveys will be designed in close consultation with Member States and will be tested in a pilot.

C. Other comments and recommendations

10. During the Preparatory Group discussions, it was pointed out that:

- evaluation must be designed so as to strengthen planning;
- evaluation of UNESCO's action must reflect the specificity of its mandate, which means taking into account:
 - areas and objectives that are not directly related to the economy and development, starting with the constitutional objective, which states that “it is in the minds of men that the defences of peace must be constructed”;
 - the qualitative aspect of UNESCO's functions , particularly its role as a laboratory of ideas and in the setting of norms and standards;
 - long-term effects, which can occur over periods exceeding the eight years of the Medium-Term Strategy;
- the Organization's new cycle of work – two-year budgetary appropriation, four-year programme and eight-year Medium-Term Strategy – has, with regard to the respective roles and relationships of the three governing bodies, major impacts that must be addressed at the earliest opportunity;
- the Preparatory Group's debate benefited greatly from the close collaboration between Member States and the Secretariat, facilitating open and constructive exchanges.

It was also recommended that the Board discuss in further detail the following specific points:

- UNESCO multi-stakeholder input into evaluation, including:
 - Member States and National Commissions;
 - field offices and category 1 institutes;
 - various networks, such as UNESCO Chairs and category 2 centres;
 - beneficiaries and users of the Organization; and
 - civil society organizations;
- regular substantive discussions of ideas by the Board in order to prepare strategic decision-making on future programme orientations;
- greater foresight in strategic decision-making and future planning of UNESCO's activities, in accordance with 194 EX/Decision 30 (see paragraph C(3) of the PG/Background Note);
- the possibility of the Board organizing its sessions by theme.

Proposed decision

11. In the light of the above, the Executive Board may wish to adopt the following decision:

The Executive Board,

1. Recalling 194 EX/Decision 4 (IB) requesting the Preparatory Group to propose a new format for EX/4 which is more efficient, IATI-compliant, forward-looking and makes effective use of sunset clauses,
2. Having examined document 195 EX/4 Part V – PG/Report,

3. Also recalling the 37 C/5 Resolutions for the Major Programmes which state the requirement to undertake during the period 2014-2017, a review of the main lines of action and their expected results, including those of the intergovernmental and international programmes pertaining to Major Programmes and to propose their continuation, reorientation, including possible reinforcement, exit strategies or termination, based on clear evaluation criteria,
4. Having considered the current volume and nature of reporting to the Governing Bodies in the light of the transition to a four-year programme and the need to further embed the principles of results-based management and budgeting,
5. Keeping in mind the relevant previous resolutions of the General Conference on reporting requirements to the Executive Board and acting without prejudice to them,
6. Endorses the principle that a clear distinction should be made between reporting on activities and output delivery, compared to reporting on expected results and outcomes;
7. Requests the Director-General to prepare the reports to the Executive Board based on the objectives and elements, and following the formats and periodicity as described in 195 EX/4 Part V – PG/Report:
 - (a) a Programme Implementation Report for each spring session;
 - (b) an Analytical Programme Implementation Report to the spring session of the first year of each quadrennium;
 - (c) a Strategic Results Report to the third spring session of each quadrennium;
 - (d) further requests the Director-General to continue to make available online implementation information and to continuously improve its quality and coverage;
8. Decides, in view of the recommendation to incorporate feedback from stakeholders and beneficiaries, to request the Director-General to undertake an online survey in the first quarter of each quadrennium which will be used to obtain feedback on the quality, use and utility of UNESCO activities and outputs from the preceding C/5;
9. Decides to continue to implement a C/5 contents and programmatic priorities survey of Member States, relevant international organizations and NGOs in order to inform the preparation of the subsequent Draft Programme and Budget (C/5);
10. Requests the Executive Board Special Committee to make proposals with regard to the Executive Board's calendar in order to make best use of these reports and would enable an in-depth debate on select major programmes and transversal issues with a view to ensuring full coverage during a quadrennium;
11. Requests the Director-General to review the current IOS evaluation programme in order to better align it with the reporting, debates and decisions foreseen herein;
12. Recommends to the General Conference at its 38th session that it endorses this approach to reporting.¹

¹ This would imply suspension of paragraph (k) of 37 C/Resolution 98 concerning provision of a mid-term assessment of progress made in the achievement of expected results during the 2014-2015 biennium.

ANNEX
PROPOSED TIMETABLE

2014		2015		2016		2017		2018	
<i>Spring</i>	<i>Autumn</i>	<i>Spring</i>	<i>Autumn</i>	<i>Spring</i>	<i>Autumn</i>	<i>Spring</i>	<i>Autumn</i>	<i>Spring</i>	<i>Autumn</i>
PROGRAMME IMPLEMENTATION INFORMATION AVAILABLE ONLINE									
first year of the quadrennium		PIR 2014	EX 4 ²	SRR & PIR 2015		PIR 2016		APIR 2014-2017	
		Draft 38 C/5	38th General Conference		Preliminary proposals	Draft 39 C/5	39th General Conference		
		Summer: Stakeholder feedback survey		Immediately after Spring Board: Consultations, including C/5 content and programme priority survey					

² The Secretariat will continue to provide the information constituting the EX 4 document as per 33 C/Resolution 92 (sub-paragraph 3 (R.2)).