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Scientific and Cultural Organization

Executive Board

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Item **22** of the provisional agenda

**REPORT BY THE DIRECTOR-GENERAL ON EVALUATIONS
UNDERTAKEN DURING THE 2004-2005 BIENNIUM**

SUMMARY

In accordance with the provisions of 174 EX/Decision 17, the
Director-General hereby submits to the Executive Board a short
report on some of the evaluations carried out in the 2004-2005
biennium, together with his comments.

Decision proposed: paragraph 33.

BACKGROUND

1.   At the 174th session of the Executive Board, by 174 EX/Decision 17, the Executive Board reiterated that the Director-General should continue to report periodically to it on evaluations carried out on the Organization's programme activities, on the progress made in the follow-up to evaluation recommendations and in strengthening the quality of the evaluations undertaken.

2.   UNESCO Evaluation Strategy: The Organization continues to implement the UNESCO Evaluation Strategy (165 EX/19). The Director-General is committed to improving the quality of the evaluations undertaken, and to developing a positive evaluation culture in managing for results.

3.   Layout: The first part is a summarized description of each of the evaluation reports, including major findings (achievements and challenges) and main recommendations. This is followed by a brief account of the actions that the Director-General has already taken or is taking in response to the recommendations made. In the second part, the Director-General presents the generic lessons that have emerged.

PART I – PRESENTATION OF EVALUATION REPORTS

- Evaluation of the Capacity-Building Programme for Natural Disaster Reduction (CBNDR) in Central America and the Caribbean;

- Evaluation of public service broadcasting;

- Evaluation of non-governmental organizations as UNESCO's programme delivery mechanisms;

- Evaluation of UNESCO's anticipation and foresight programme.

EVALUATION OF THE CAPACITY-BUILDING PROGRAMME FOR NATURAL DISASTER REDUCTION (CBNDR) IN CENTRAL AMERICA AND THE CARIBBEAN

Brief description and background of activities evaluated

4.   Background: Following the International Conference on Natural Disaster Reduction (Yokohama, 1994), the International Institute for Aerospace Survey, Netherlands (ITC) set up a working group for launching the "Coordination Programme for Disaster Reduction through Sustainable Development (CPDRSD)". ITC undertook a mission to Costa Rica in November 1995 with the objective of formulating a first regional action programme for Central America. Extensive discussions on the content of the programme followed between UNESCO and various partners in Europe and Central America. Agreement was reached on the scientific content in 1998. Later the Netherlands Ministry of Education, Culture and Sciences (MOCW) agreed to cooperate with UNESCO in launching the Capacity-Building Programme for Natural Disaster Reduction including the first Regional Action Programme in Central America addressing natural disaster reduction through a funds-in-trust arrangement for NLG 2,000,000 for the period 1999-2002.

5.   UNESCO's activities: UNESCO's role was that of overall coordinator, with ITC hosting the Secretariat, and the Centro de Prevención de Desastres Naturales en América Central (CEPREDENAC, Panama) being the regional coordinator for Central America. The project objectives were: (i) the integration of technical and scientific knowledge, methods and tools of natural hazard assessment with existing knowledge in the region into practical methodologies of

natural hazard and risk zoning applicable in local, national and regional planning for development; and (ii) to develop cooperation and networking at the local, national and regional levels by creating a common ground for understanding between earth scientists, engineers and decision-makers at various levels leading to procedures which can contribute to decrease in the vulnerability of societies faced with natural phenomena such as landslides, flooding, earthquakes and volcanic eruptions.

6.   This evaluation: The evaluation was included in the evaluation plan in document 32 C/5 Approved. It examined the project strategy, the project results and impact at the institutional, local, national and regional levels. It focused on the relevance of the programme, the effectiveness of the activities, the replicability of the programme's practical results in other countries and regions, and the extent to which the programme enhanced UNESCO's contribution to the International Strategy for Disaster Reduction (ISDR). A team of two external consultants, one from Germany, and the other from Guatemala, conducted the evaluation.

Major findings (achievements and challenges)

7.   The evaluation recognized several **achievements**:

(a)   Relevance of the project: The relevance of the project to Central America was confirmed given the existing risks in the region, and highlighted through the catastrophic impacts of hurricane Mitch at the time the project proposal was being finalized. Relevance was also confirmed through the Guatemala Presidential Declaration on the reduction of vulnerability (Beliez, 1999), which identified the need to find new ways to manage disaster risks.

(b)   Capacity-building: The project contributed to the overall Yokohama framework in that ITC strengthened capacities in developing countries. The use of new information technologies on issues of disaster-risk management was carried out using case studies in the region. Training packages in the assessment of hazards, vulnerability and risks from natural disasters including case studies have been produced and are available on the Internet as well as on CDs.

(c)   Thematic groups: CBNDR was able to establish a common interest regional thematic group focusing on the use of Geographical Information Systems (GIS) for hazard and risk assessment. Risk management problems were described in a more technical framework, and the usefulness of GIS as a tool to elaborate hazard vulnerability, and to generate risk maps was demonstrated.

8.   The evaluation recognized the following **challenges**:

(a)   Project implementation: The regional training facility foreseen in the original plans was not established, as the institutional representatives of the countries proposed the strengthening of capacities within each country independently, rather than setting up such a regional facility. Such changes were mentioned in the yearly reports, but not recorded in a revised project document.

(b)   Capacity-building: Only six out of the 24 risk maps planned were produced. The production of 24 risk maps per se was indeed contained in the earlier project documentation. However, in the Nicaragua meeting of 1998, it was agreed between the institutional representatives to have at least five pilot projects (case studies) and not to produce all 24 risk maps. Of the 20 participants who were initially trained in the

Netherlands, only nine finished the training and continue to function within this group. It was expected that participants would continue the training programmes within their respective institutions, but this did not happen in several countries, as participants were no longer working in the respective institutions.

(c)   Institutional strengthening: CEPREDENAC found itself not as coordinating partner, but only as an agency, which was requested to assist in the various efforts of the project. During the execution of the project the institution had little or no influence on the implementation modalities.

(d)   Financial resources: It was estimated that only 25% of the total available funding for the project eventually reached the Central American region and the Dominican Republic. 64% went to ITC to fund honoraria, travel expenses and materials, and 11% to UNESCO as support costs.

Recommendations

9.   On the basis of their analysis, the evaluators recommended the following:

(a)   Capacity-building: Once the weak points, as identified by the evaluation, are addressed, UNESCO and partners can replicate a modified approach in other regions affected by natural hazards (Asia, Africa, Latin America) provided that: (i) local experts are increasingly involved in skills training measures; (ii) the capacities of local institutions are strengthened; (iii) the variety of techniques used for risk assessment are compiled, compared and norms for their application at different levels developed; and (iv) the linkages to international initiatives for risk reduction, like the Hyogo strategy, are made with UNESCO playing a more pronounced coordinating and monitoring role.

(b)   From capacity-building to building on capacity: Recognizing that disaster risk reduction depends on measures to be taken at local level (land use planning, building codes), the relevant local actors and institutions need to be part of the project implementation to increase the impact of the intervention. The strategy of moving from "capacity-building" to "building on capacity" is the way forward.

(c)   Implementation: Utilizing the strength of each partner; UNESCO as a multidisciplinary international organization should act as overall coordinator, ITC providing training expertise and project management services, and CEPREDENAC as regional coordinator mobilizing experts and institutions in the region. UNESCO must keep updated versions of relevant documentation to reflect changes agreed upon during project implementation.

(d)   Sustainability: The long-term development objective of the programme is better served by incorporating regional Central American consultants already trained in GIS and risk reduction in the implementation of the project. The expert services of institutions like ITC should be more complementary than central.

Actions taken/to be taken by the Director-General

10.   The Director-General recognizes the importance of effectively managing risks associated with disasters, and the all-important role of "building on capacities" in this regard. Ongoing and future activities in this area will therefore adhere to several of the major recommendations made by the evaluators, namely:

(a)   ensuring full participation of local experts and institutions in the design, planning and implementation of the capacity-building initiatives;

(b)   UNESCO, when playing the coordinating role, will ensure that programme/project documentation are up to date and complete; and

(c)   the bulk of the financial resources should be used in the region served, provided the required expertise can be found within the said region.

EVALUATION OF PUBLIC SERVICE BROADCASTING

Brief description and background of activities evaluated

11.   Background: Public Service Broadcasting (PSB) is broadcasting made, financed and controlled by the public, for the public. It is neither commercial nor state-owned; it is free from political interference and pressure from commercial forces. Through PSB, citizens are informed, educated and also entertained. When guaranteed pluralism, programming diversity, editorial independence, appropriate funding, accountability and transparency, public service broadcasting can serve as a cornerstone of democracy. UNESCO's action in PSB is in line with the New Communication Strategy, adopted by the General Conference in 1989, and has the following objectives: (i) to encourage the free flow of information, at international as well as national levels; (ii) to promote wider and better balanced dissemination of information; and (iii) to strengthen communication capacities of communities in order to increase their participation in the communication process.

12.   UNESCO's activities: In recent years, the work of UNESCO's Communication and Information (CI) Sector in relation to PSB has focused on: emphasizing the transformation of state-owned broadcasting stations into independent public service stations, promoting editorial independence; and fostering the educational and cultural dimensions of the media. Since 2002 UNESCO budgeted approximately $3,229,000, of which $1,844,000 came from extrabudgetary resources, in support of PSB.

13.   This evaluation: The evaluation examined the relevance and effectiveness of UNESCO's strategies and capacity-building activities, the extent of collaboration and strategic alliances built with broadcasting unions and regional broadcasting organizations, and results achieved. The evaluation team reviewed more than 100 relevant documents; held 55 interviews in Afghanistan, India, Thailand and Headquarters; administered a semi-structured questionnaire; and developed a case study on UNESCO's recent experience supporting PSB in Afghanistan. A Steering Committee of key UNESCO managers was established to further support the evaluation and enhance the eventual use of the findings for programme improvement.

Major findings: achievements and challenges for UNESCO

14.   The evaluation identified several achievements:

(a)   Standard-setting: UNESCO has contributed to incremental progress towards PSB in several countries, including Afghanistan, Cambodia, Kyrgyzstan, Malawi, Panama, India and Sri Lanka. It has helped to define PSB and to achieve broad consensus on criteria for PSB. Furthermore, the CI sector has produced and distributed excellent PSB resources and guides, which stakeholders have found useful. Some of these materials, such as the *Best Practices Sourcebook*, established standards against which public PSB practices can be measured.

(b) Awareness: The CI Sector sponsored many conferences, meetings, workshops and seminars and widely distributed PSB resource materials that have helped to raise awareness about PSB. Many non-governmental organizations (NGOs), professional associations and development agencies also contributed to raising awareness, in partnership with UNESCO.

(c) Capacity development: Activities that made positive contributions to building stronger capacity for PSB included training of hundreds of broadcast journalists, upgrading facilities, providing technical assistance, funding some exemplary PSB radio and television programming, and strengthening organizational networks and linkages.

15. The evaluation identified several **challenges**:

(a) Programming: The CI Sector funded hundreds of small, discrete projects over the period under review, almost all with a time span of less than a year, and most directed at the operational level rather than the political level where PSB decision-making rests. With its mainly ad hoc approach to PSB programming, UNESCO and its partners achieved many outputs, such as declarations, materials and trained broadcasters, but not the outcomes one would expect of a sustained strategic approach.

(b) Expertise: Headquarters and field staff characterize UNESCO's PSB programming as "personality-driven", meaning that it is overly dependent on the qualifications and personal interests of individuals. Headquarters staff acknowledges a dearth of PSB expertise among the field staff and attribute the Organization's limited success in some regions to lack of expertise.

(c) Monitoring: The CI Sector lacks hard data with which to track its progress in relation to PSB. Headquarters and field offices do not always report on the achievement of expected results and accurate baseline data are absent. The information about PSB contained in SISTER is incomplete and inconsistent.

(d) Institutional environment: Some partners – the unions, institutes and some of the broadcasting associations – told the evaluators that they felt constrained in advocating for public broadcasting reforms, owing to resistance from some of their stakeholders, state broadcasters in particular. UNESCO has not yet developed a strategy to engage other organizations within the United Nations family that could positively support PSB.

Recommendations

16. On the basis of their analysis, the evaluators recommended the following:

(a) a more focused strategy is needed to drive high-level advocacy, which would generate political will for PSB. Concentrating on fewer, larger initiatives in countries where the conditions are ripe for PSB would be a wise use of UNESCO's resources;

(b) the CI Sector should increase efforts to persuade other sectors within UNESCO of the relevance of PSB to their objectives and the need for closer collaboration on PSB across sectors;

(c) the CI Sector should increase its collaboration with other United Nations multilateral organizations and, where feasible, use United Nations Development Assistance Frameworks (UNDAFs) to encourage governments to support PSB; and

(d)   the evaluators see merit in UNESCO developing more powerful tools for advocacy. The CI Sector should conduct a study to determine the feasibility of creating a PSB global index. A PSB global index would give the sector a baseline against which to measure its performance.

Actions taken/to be taken by the Director-General

17.   The Director-General welcomes the evaluation and notes the findings. He recognizes the importance of PSB not only as a tool to strengthen intersectoral cooperation with other programmatic areas such as EFA, but also as a means to promote core UNESCO messages such as peace-building and tolerance. The CI Sector will therefore undertake the following actions:

(a)   with a view to creating a more focused, results-based programme approach for future PSB work, develop a strategic plan, indicating clearly the appropriate approaches for high-level advocacy, partnerships, the feasibility of the global index, human resource needs, and provisions for monitoring programme performance;

(b)   solicit the support and cooperation of United Nations system agencies and other key actors as part of any high-level advocacy efforts.

EVALUATION OF NON-GOVERNMENTAL ORGANIZATIONS AS UNESCO's PROGRAMME DELIVERY MECHANISMS

Brief description and background of activities evaluated

18.   Background: UNESCO has collaborated with NGOs since its founding in 1945. UNESCO even helped create some of the international professional associations in the 1950s. The number of NGOs dedicated to different development issues of interest to UNESCO has grown at a phenomenal rate in recent decades and has led to more demands by these organizations for involvement in the work of international organizations. Over 200 NGOs now maintain official and operational relations with UNESCO.

19.   UNESCO's activities: UNESCO works with NGOs through: (i) designated focal points in the programme sectors; and (ii) the NGO-UNESCO Liaison Committee. Activities undertaken cover all sectors, and NGO House has been set up within UNESCO premises to host a number of major NGOs working in the Organization's fields of competence.

20.   This evaluation: This evaluation was commissioned to provide the first external assessment of how UNESCO works with NGOs in delivering its programmes. The evaluation focused on operational relations with NGOs. Operational relations are defined as cooperation activities between Member States, the Secretariat and NGOs that extend beyond opinions, consultations and meetings, and are aimed at programme implementation and results. The overall purpose of the evaluation was to assess the efficiency and the effectiveness of NGOs as a UNESCO programme delivery mechanism to achieve the objectives of the Organization and serve its strategic priorities.

Major findings (achievements and challenges)

21.   The evaluation recognized several **achievements**:

(a)   Relevance: There are NGOs that are relevant to achieving nearly all UNESCO programmes objectives and to advancing each of UNESCO's functions. NGO

contributions to each of the UNESCO functions are greatest in capacity-building and least in standard-setting.

(b) Partnerships: All programme sectors work with NGOs but the level of involvement with NGOs is greatest in the Education, Culture and Social and Human Sciences programmes. UNESCO's partnerships with NGOs augment its capacity to achieve programme objectives. UNESCO's role as an interlocutor between NGOs and other partners, particularly governments, is widely recognized as a significant contribution.

(c) Comparative advantage: NGOs can provide faster response times than other partners and they are often at the vanguard in promoting progressive values that UNESCO espouses. Many NGOs have demonstrated competence and professionalism in managing projects. Global membership associations and some NGO networks offer access to unparalleled global expertise. Sector-specific NGOs can provide continuity of experience and have the ability to provide pilot testing. National development NGOs provide knowledge and credibility with UNESCO target groups that no other organization can match.

(d) Effectiveness: Some projects delivered by NGOs are particularly effective in areas such as working directly with UNESCO's beneficiaries at the local level. They can be effective in providing pilot testing of new approaches but less effective in being able to scale up activities to national levels. Factors influencing effectiveness were recognized as including: (i) selecting projects within a larger programme strategy; (ii) supporting larger projects; (iii) providing continuity through multi-phase support; (iv) drawing in more partners; (v) pursuing cross-linkages with other projects; (vi) addressing the issue of sustainability; and (vii) maximizing UNESCO's opportunity to act as an interlocutor and a catalyst.

22. The evaluation recognized the following **challenges**:

(a) Sustainability: The evidence is mixed on the sustainability of effects from UNESCO supported projects with NGOs. The type of project activity, the NGOs' ongoing commitment to the project objectives and the degree of ongoing interest and support by UNESCO influence sustainability.

(b) Guidelines: In 2002 IOS developed guidelines to facilitate NGO selection, project monitoring and accountability, but these have not yet been formalized by the Secretariat. UNESCO procedures for selecting NGOs are poorly defined and selection is often based on personal knowledge. Mapping of NGOs and their capabilities is rare.

(c) Accountability: There are weaknesses in providing accountability for NGO contracts. Also, monitoring of NGO projects is generally very limited with the best monitoring taking place at the national level by field offices.

(d) Quality of interaction: There is insufficient consultation and collaboration between Headquarters and field offices on planned project activities with NGOs at the regional or country level. Projects developed in the field generally have better results than those developed at Headquarters since field offices are better able to provide closer monitoring and have a better understanding of local contexts.

Recommendations

23.   On the basis of their analysis, the evaluators recommended the following:

(a)   that UNESCO pursue opportunities to expand its cooperation with NGOs in light of their growing competence, and their commitment to UNESCO values;

(b)   UNESCO should define the principles and practices it will use to build partnerships with NGOs and other actors. It should pursue such partnerships as part of a broader strategy, which identifies what it wants to achieve and where NGOs can be the most appropriate partner to help achieve the strategy;

(c)   UNESCO needs to better map the capabilities of NGOs and implement guidelines for selection, approval and monitoring of NGO projects building on the issues identified in this evaluation. Project development and the choice of partners should be done at the local level. Modest resources should be devoted to assessing project performance in selected NGO projects to build a better basis for improving project performance by NGOs.

Actions taken/to be taken by the Director-General

24.   The Director-General welcomes the evaluation and notes the findings and the recommendations made by the evaluators. The Secretariat will implement the recommendations accordingly, developing/updating the guidelines for cooperation with NGOs, covering such details as: better selection of NGOs for given activities and projects, and improved monitoring of the work of partner NGOs so as to ensure the effectiveness of programme delivery to Member States.

EVALUATION OF UNESCO's ANTICIPATION AND FORESIGHT PROGRAMME

Brief description and background of activities evaluated

25.   Background: In the area of anticipation and foresight, UNESCO's aim is to strengthen the Organization's intellectual, ethical and strategic watch function – foresight activities are an integral part of UNESCO's function as a "laboratory of ideas". The global objective of the anticipation and foresight programme is: "In order to capture the complexity of the global developments, especially those related to the emergence of knowledge societies, UNESCO will undertake and draw on future-oriented studies and scenarios. This effort will seek to analyse and capture the main components and processes inherent in knowledge societies with a view to articulating a common and shared vision and to design strategies for developing open knowledge societies" (Medium-Term Strategy for 2002-2007: 31 C/4).

26.   UNESCO's activities: Two main activities were undertaken, namely: (i) development and publication of the *UNESCO World Report*, dedicated every two years to a new theme; and (ii) organizing the Twenty-first Century Talks and Dialogues, forums for prospective reflection and future-oriented debate that gathers together leading figures from different regions of the world. Sensitization activities through the media and articles dedicated to major future-oriented themes that are published in books, leading newspapers and academic journals in different regions of the world, and through radio and television programmes are conducted within the framework of each activity.

27.   This evaluation: The evaluation of the anticipation and foresight programme is part of the Evaluation Plan (32 C/5, Appendix IX) and aimed to assess the results and impact of UNESCO's activities in the field of anticipation and foresight. The *UNESCO World Report* was not included in

the scope of the evaluation because it was considered too early to measure results and impact due to its recent release. The evaluators undertook documentary review and semi-structured interviews with UNESCO staff as well as with a variety of stakeholders.

Major findings: achievements and challenges for UNESCO

28. The evaluation identified several **achievements**:

    (a) Dialogues and talks: Over the period 1999-2005 the programme organized 27 "Twenty-first Century Talks and Dialogues". These comprised 118 different presentations by 95 different speakers. "Talks" were organized at UNESCO Headquarters in Paris, Barcelona, Hanover (EXPO 2000), Durban and Seoul.

    (b) Publications and broadcasts: Three titles – and a total of 21 translated versions – have been published. The first anthology of the series of "Twenty-first Century Talks" (*Keys to the 21st Century*) was published in English, French, Spanish, Arabic, Chinese, Russian and Portuguese. The second anthology of the series of Twenty-first Century Talks (*The Future of Values*), was published in English, French, Spanish, Arabic, Russian, Portuguese and Catalan, and is in print or in preparation in Chinese, Korean and German. The Foresight Division actively contributed to 28 radio and television broadcasts or programmes.

    (c) Audiences: Attendees at the "Twenty-first Century Talks and Dialogues", numbered hundreds for each event. The readers/users of the books numbered from thousands to tens of thousands per language, if not hundreds of thousands when distribution through libraries is taken into account. The targeted audience generally consists of academics, experts, decision-makers, journalists, informed lay public, and others interested in ideas on the future-oriented studies, ethics, and the knowledge society. Articles about anticipation and foresight have appeared in high quality journals in Member States and target an audience of tens to hundreds of millions around the world.

    (d) Governing bodies: General Conference and Executive Board documents consistently show that the activities of the anticipation and foresight programme have major support from UNESCO Member States. The Twenty-first Century Talks and Dialogues are viewed as dealing with crucial issues for the future, and are debated by a highly competent and diverse set of specialists.

29. The evaluation identified several **challenges**:

    (a) Location of events: The Twenty-first Century Talks and Dialogues were held mainly at UNESCO Headquarters, in Paris. The foresight activity is, de facto, influenced by the location where it is organized in terms of speakers and, therefore, content. The few events organized outside Headquarters show that bias can be prevented either by organizing events away from Headquarters more often or by increasing the range of speakers.

    (b) Member States needs: Member States needs in terms of foresight and the way UNESCO responded to these could have strengthened the impact of the programme. The Foresight Division should present a more systematic and explicit reflection on the needs of target groups for instance in the form of an "intervention logic".

    (c) Strategy and policy: The location of the Foresight Division within a programme sector (SHS) may have weakened the strategic influence of the foresight programme within

UNESCO in that no explicit relationship exists between foresight activities, strategy formulation and policy design. The evaluators did not therefore find any evidence that foresight activities had influenced strategy formulation and policy design in UNESCO.

Recommendations

30.   On the basis of the analysis, the consultants proposed a range of recommendations:

To the Foresight Division (FOR)

(a)   Establish a more explicit reflection on target groups, their needs and the way in which these needs are to be addressed, for instance through an intervention logic exercise. This should pay explicit attention to UNESCO Member States needs.

(b)   Organize more events away from Headquarters so as to diversify further UNESCO's foresight and anticipation activities in terms of speakers, location and dissemination.

(c)   Improve monitoring of the beneficiaries of the programme. For events organized by the Division this can be done through keeping lists of attendees and organizing simple satisfaction surveys.

(d)   More use should be made of alternative communication channels in order to increase impact of the programme. In particular the opportunities provided by the Internet can be better used.

To UNESCO

(e)   It is important for the rationale for foresight and anticipation to be more interconnected with the rest of the Organization. The evaluators suggest that such targeting will lead to increased impact.

(f)   UNESCO needs to reflect upon the role that a foresight function should have within the Organization: (i) in relation to UNESCO's strategy formulation and policy design; and (ii) in relation to the needs of the sectors in the area of anticipation and foresight. The aim should be to put in place a mechanism which would allow UNESCO's strategic planning to be better informed by the results of foresight activities and also allow UNESCO's foresight to be better tailored to the practical needs of the Member States. To do this, it is recommended that a working group to redesign the foresight function for UNESCO be established.

Actions taken/to be taken by the Director-General

31.   The Director-General welcomes the evaluation as being very timely. Taken overall, the last recommendation made by the evaluators sums up the actions to be taken, namely that UNESCO will develop an appropriate mechanism, reflect on the redesign of the foresight function to appropriately link the "laboratory of ideas" aspect to strategic planning in UNESCO.

PART II – CONCLUDING REMARKS BY THE DIRECTOR-GENERAL

32.   Lessons learned: These four evaluations revealed important strengths and challenges with implications for the planning and implementation of UNESCO's activities. A common feature was that monitoring information for the various projects was either absent, or of low quality. In one case

major changes in the project strategy were not reflected in the documentation. Activities are being spread "too thinly" and the many outputs (e.g. publications) do not produce corresponding outcomes, thus compromising UNESCO's chances of creating impacts in Member States. Increased efforts will be put into improving the monitoring of UNESCO's projects and greater attention paid to producing impacts.

Proposed draft decision

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

The Executive Board,

1.   Recalling 174 EX/Decision 17,

2.   Having examined document 175 EX/23 which summarizes the evaluation reports that have been presented,

3.   Taking note of the recommendations made by the evaluators as well as the report by the Director-General on the actions taken or to be taken to implement these recommendations,

4.   Invites the Director-General to implement in an appropriate manner recommendations which improve the programmes and services to which they relate, and to continue to improve the quality of evaluations by implementing the UNESCO Evaluation Strategy;

5.   Requests the Director-General to continue to report to the Executive Board on evaluations conducted on the Organization's programme activities, on the progress made in strengthening programme management, in the follow-up to evaluation recommendations for each programme evaluated, and in strengthening the quality of the evaluations undertaken and their impact on the management culture of the Organization.