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Educational, Scientific and  
Cultural Organization

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## REPORT BY THE DIRECTOR-GENERAL ON EVALUATIONS UNDERTAKEN DURING THE 2006-2007 BIENNIUM

### SUMMARY

In accordance with the provisions of 177 EX/Decision 26, the Director-General hereby submits to the Executive Board a short report on some of the evaluations carried out in the 2006-2007 biennium, together with his comments.

Decision proposed: paragraph 8.

## **BACKGROUND**

1. At the 177th session of the Executive Board, the Executive Board, by 177 EX/Decision 26, 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. Quality of evaluations: The Director-General continues to give priority to the further improvement of the quality of the evaluations undertaken in, and for UNESCO. At the same time various sections of the Organization, including the governing bodies, are showing increased interest in evaluations. The Executive Board, for instance, welcomes instances when report-back sessions are organized at the close of major evaluations. Further, the findings and recommendations from evaluations are constructively being taken into consideration by various programmes as they continue with their implementation.
3. Layout: Summaries of the evaluation reports are given in the first part, presented in tabular form as requested by the Executive Board (175 EX/Decision 26). The recommendations are positioned alongside the findings and/or conclusions to which they refer. The findings are given in terms of achievements and challenges as assessed by the evaluators, with the last column in each table providing brief accounts 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 emerging from the evaluations.

## **PART I – PRESENTATION OF EVALUATION REPORTS:**

- Evaluation of UNESCO's contribution to the World Water Assessment Programme (WWAP);
- Evaluation of the Effectiveness of the UNESCO Windhoek Cluster Strategic Priorities and Actions 2003-2007; and
- Evaluation of the International Oceanographic Data and Information Exchange Programme (IODE) of the International Oceanographic Commission of UNESCO (IOC).

#### 4. Title of the evaluation: Evaluation of UNESCO's contribution to the World Water Assessment Programme (WWAP)

<b>A1: Brief description and background of the activities evaluated/reviewed:</b>			
<p>The Commission on Sustainable Development in 1998 called on United Nations agencies to combine their efforts to produce a periodic World Water Development Report (WWDR). The World Water Assessment Programme (WWAP) was set up in response to this call. The Director-General of UNESCO announced the launching of WWAP at the 2nd World Water Forum in The Hague, in March 2000. UNESCO hosts the Secretariat for the Programme, and has taken a lead role in this collective United Nations system-wide continuing assessment and reporting process, bringing together the 24 United Nations agencies with activities and expertise on water. Two World Water Development Reports (I in 2003 and II in 2006), in addition to several information packages were produced by the WWAP during the period under review. Through the WWDRs, the United Nations system has strongly expressed its concern that the growing global water crisis threatens the security, stability and environmental sustainability of many developing nations.</p>			
<b>A2: Budget</b>			
<p>The funding for the Programme was both from extrabudgetary sources and from UNESCO's own contribution estimated to be roughly equivalent to the extrabudgetary funding received. Donations made by the government of Japan, formalized through a funds-in-trust arrangement, amounted to \$5,998,734 for Phase I (2000-2003) and to \$3,200,000 for Phase II (2003-2006). Other contributions to the budget included \$642,372 (United Kingdom); \$94,786 (France); \$320,285 (Spain); \$30,000 (Mexico); \$1,110,000 (Denmark); and \$150,000 (AGFUND). In addition the governments of all countries producing pilot case studies contributed considerable in-kind support for their case studies.</p>			
<b>A3: This evaluation</b>			
<p>The evaluation was recommended by the Government of Japan to be conducted after the end of the 2nd phase of the Programme. The purpose was to examine the activities and results of the Programme (from 2002 to 2006), with a focus on the quality of the World Water Development Reports (WWDR), and the processes of implementing the WWAP. Methods used in the evaluation included: document review and analysis, data and information collection from regional visits (quantitative and qualitative) and Internet resources, and a questionnaire sent to various stakeholders. The evaluation was conducted in the period December 2006 to July 2007 by an international team of six external experts from the United States of America, Saudi Arabia, China, Hong Kong, Austria and Namibia. The cost of the evaluation was some \$97,000. The Lead Evaluator presented the findings and recommendations of the evaluation in a side event organized during the 34th session of the General Conference of UNESCO in Paris in October 2007.</p>			
	<b>Findings and conclusions</b>	<b>Recommendations</b>	<b>Actions taken/to be taken by the Director-General</b>
	<b>Relevance</b>		
1	<p>The creation of a collective United Nations system-wide continuing assessment process that represents 24 United Nations agencies and that is a more people-oriented and integrated approach to water management and development <i>is a major achievement.</i></p>	<p>Strengthen the Science Database that underpins WWAP, and its visibility within the WWDR, without sacrificing the socio-economic-political aspects that appeal to many United Nations agency collaborators and other WWDR readers.</p>	<p>WWAP has now put together a technical advisory committee, an independent body made up of renowned scientists, who will assist in the enhancement of the scientific issues of the WWDR.</p>

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
<b>Relevance continued</b>			
2	<b>Challenges:</b> Inadequate collaboration and acceptance of WWAP among several United Nations agencies and low visibility. Weak participation of United Nations member countries in WWAP activities, such as developing case studies (particularly in developing countries).	Substantially increase the number of regional workshops and ensure adequate regional publicity of these events. The <i>topics</i> should be relevant to the needs of decision-makers and politicians (e.g., <i>governance, human rights to safe water supplies and sanitation</i> ), and to regional water professionals and scientists (e.g., <i>indicators, climate change, use of models, databases</i> ). These workshops may be used as a mechanism to encourage participating countries to develop case studies, by emphasizing the mutual benefits to be derived.	WWAP secretariat is committed to increasing the regional workshops and putting it as an important item in its communications strategy and action plan. The implementation is however heavily dependent on the availability of financial resources. WWAP Secretariat endeavours to raise additional funds and catalyse partnerships to attain this objective.
<b>Results, efficiency, effectiveness</b>			
3	<b>Achievements:</b> The international context of WWAP and the information provided in the WWDRs raised global awareness of the water crisis and strengthened regional cooperation. The reports present remarkably comprehensive overviews of water and policy issues, and do not exclude issues considered controversial in some regions.	See recommendation in No. 2 above.	See also comments in No. 1 above.
4	<b>Achievements:</b> WWAP publications, including the WWDR, are used as valuable references, particularly in the developing countries.	See recommendation in No. 2 above	See comments in No. 3 above.
5	<b>Achievements:</b> The press release efforts and briefings by UNESCO have been highly successful in sparking world media attention on the water crisis and governance issues.	See recommendation in No. 2 above.	See comments in No. 3 above.
6	<b>Achievements:</b> The case studies in most cases forced the national government agencies responsible for water management to organize their data collection and reporting efforts more efficiently.	See recommendation in No. 2 above.	See comments in No. 3 above.

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
<b>Results, efficiency, effectiveness continued</b>			
7	<b>Achievements:</b> Announcements in WWAP newsletters of world water events and conferences, even when independent from WWAP, and direct links provided in support of these activities through the UNESCO Water Portal or other Internet resources generate good will and intangible future benefits.	See recommendation in No. 2 above.	See comments in No. 3 above.
8	<b>Challenges:</b> Questions have been raised regarding the scientific rigour with which both data and other information are collected and analysed. A lack of consistency in data, and information is a United Nations-system issue that needs addressing.	A peer-review process should be instituted, at least for critical chapters of the WWDR, which would eventually lead to greater credibility within the international water resources community, and scientific acceptance of the results presented.	See comments in No. 3 above.
9	<b>Challenges:</b> How to refine existing global indicators and continue their development in an era of climate change, while striking a balance between uniformity and regional ecosystem diversity.	Revise the focus of the WWDR to include global climate change evidence more visibly. This may require development of new indicators. Yet, regular reporting on global climate change and its linkage to different segments of society is increasing in importance.	See comments in No. 3 above.
10	<b>Challenges:</b> How to develop a more compact and focused format for the WWDR while maintaining its current broad appeal, in part due to its comprehensive content.	The format of the WWDR should be reviewed, including both the breadth and depth of topics to be covered, to make it more compact and focused while maintaining its current broad appeal. In parallel, a systematic analysis of the impact of each report should be formalized after their release.	WWDR-3 would be 40% shorter. It would include a separate volume on case studies.
<b>Sustainability</b>			
11	<b>Achievements:</b> The move to Perugia, Italy presents WWAP with new opportunities. The move will allow for a closer relationship with FAO in Rome and the 56 guest rooms in the new office will offer the facilities needed for interns, presenting new opportunities for capacity-building activities.	WWAP should devote greater effort towards capacity-building, fostering interaction with young scientists of many disciplines (engineers, biologists, etc.) and engaging the United Nations system, banks, funding agencies, and private industry in this effort.	The current budget does not contain funds to make the facilities usable and additional funds will be sought to reach this goal.

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
	<b>Sustainability continued</b>		
12	<b>Challenges:</b> Moving away from UNESCO Headquarters may also pose some shortcomings. The synergistic relationship that currently exists with IHP and other supporting units, such as the communications and media relations groups, will need to be maintained.	The synergistic relationship that currently exists with IHP and other supporting units, such as the communications and media relations groups, will need to be maintained.	The WWAP secretariat will be making all efforts to maintain the necessary relationships.
13	<b>Challenges:</b> How to influence political decision-makers and accomplish greater capacity-building efforts worldwide.	The UNESCO Education for All (EFA) programme should address the task of encouraging the education of children globally in conservation of water resources. It should at least be more in tune with the emphasis placed by UNESCO on the water crisis.	WWAP secretariat supports the idea and is willing to contribute if and when this is taken up by the EFA programme.
14	<b>Challenges:</b> How to increase the financial resources to translate WWAP documents and summaries into additional languages.	UNESCO should consider increasing the WWAP staff size, and possibly that of units in direct support of WWAP.	WWAP being an extrabudgetary programme, available financial resources dictates the staff size.

## 5. Title of the evaluation: Evaluation of the effectiveness of the UNESCO Windhoek Cluster strategic priorities and actions 2003-2007

<b>B1: Brief description and background of the activities evaluated/reviewed:</b>			
<p>The Windhoek Cluster comprising Angola, Lesotho, Namibia, South Africa and Swaziland, with the Cluster Office in Windhoek, Namibia, came into being in 2002 within the context of UNESCO's decentralization policy. The Cluster Office was established as a multidisciplinary unit covering UNESCO's fields of competence and directly linked to Headquarters, both in allocation of budget, programme responsibilities and accountability. The core function of the Cluster Office entails coordination of activities in Member States and facilitating efficient flow of information and ultimately efficient response to specific needs. The Office elaborated a Cluster Strategy to guide the implementation of its mandate. The Windhoek Cluster Strategy comprises strategic priorities and actions derived from extensive consultations with Member States in the cluster. It was validated by members at the cluster consultation workshop held in April 2003. It outlines the strategic directions which the Member States agreed to follow during the period 2003-2007. Implementation was to be effected by the Cluster Office in collaboration with the National Commissions, the UNCTs, UNESCO Headquarters and other UNESCO units, including institutes, regional bureaux and other field offices. The Cluster Office uses multiple delivery methods, including: direct implementation by the UNESCO staff, contracting of National Commissions, NGOs, private sector partners and individuals.</p>			
<b>B2: Budget</b>			
<p>Funding for the implementation of activities in the Cluster was from both the regular programme budget (some \$4.3 million) and extrabudgetary sources (some \$8.2 million).</p>			
<b>B3: This evaluation</b>			
<p>The purpose of the evaluation was to assess the effectiveness of the Cluster Strategy, specifically in the context of the UNESCO decentralization process (which aims at locating decision-making closer to the point of service or action) and United Nations reforms. It was intended to assess the extent to which the Cluster Strategy has been implemented, the extent to which working on a specific Cluster Strategy has assisted in responding to the needs of the Member States, and to inform and guide the Windhoek Cluster Office with respect to responding to Member States' needs in 2008-2009 and beyond in collaboration with UNESCO Headquarters. The evaluation team used a combination of various methods in conducting the evaluation, including: Review of literature and available documents; Visits to cluster member countries and interviews of individuals and groups of stakeholders; Some telephone interviews and focus group discussions; and detailed analysis of one project in each cluster country. The evaluation team comprised two independent external consultants from Zambia and Zimbabwe, and they conducted the evaluation in the period June and July 2007. The cost of the evaluation was \$25,000.</p>			
	<b>Findings and conclusions</b>	<b>Recommendations</b>	<b>Actions taken/to be taken by the Director-General</b>
	<b>Relevance</b>		
1	<p><b>Achievements:</b> The Cluster Strategy is a culmination of consensus on the strategic priorities of the Member States which has greatly facilitated implementation of UNESCO programmes and emergence of a shared vision. It has great ownership in the Member States.</p>	<p>It is recommended that the same consultative process used to develop the Cluster Strategy should be used within Member States in developing country-specific strategies. This can be followed by a cluster workshop to harmonize the country strategies, to see where joint implementation is possible and review the agreed mechanisms of implementation.</p>	<p>Country plans are being developed for each country, and a cluster consultation meeting will be organized by the end of February to discuss and agree on the plans.</p>

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
<b>Relevance continued</b>			
2	<b>Achievements:</b> Overall, the activities being implemented by the sectors have been and continue to be in direct response to the agreed priorities of the Cluster Strategy. Angola is receiving special focus from the Cluster Office as agreed during the formulation of the Cluster Strategy and subsequent endorsement by the General Conference. It was amended in 2005 to reflect RBM.	Baseline surveys should be conducted before launching new activities in as far as it is possible within the given timelines.  Follow up should be conducted on training workshops/conferences to ensure that these do not become an end in themselves.	The establishment of baselines have been included in the office work plans, with several to be completed in the first quarter of 2008.
3	<b>Challenges:</b> The Cluster Strategy contains too many priorities resulting in resources being thinly spread.	See recommendation in No. 7 below.	See action in No. 7 below.
<b>Results, efficiency, effectiveness</b>			
4	<b>Achievements:</b> The implementation of the Cluster Strategy has been very successful; for example Member States and partners credit it for its contribution to human resource capacity-building for HIV/AIDS prevention and care.	See recommendation in No. 1 above.	See actions in No. 1 above.
5	<b>Achievements:</b> The application of multiple delivery methods has broadened participation of stakeholders in the implementation of the programmes and has enhanced UNESCO's visibility. The achievements with the Cluster Strategy are attributed to strong leadership of the field office plus high team spirit and commitment of the staff and partners.	The application of multiple delivery methods should be continued because of the advantage of broadening stakeholder participation in implementation of UNESCO activities, which enhances ownership. However, this should be done in liaison with National Commissions. UNESCO should avoid implementing some projects without appropriately engaging the National Commissions and relevant ministries in Member States.	The implementation of this recommendation is ongoing.



Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
	<b>Results, efficiency, effectiveness continued</b>		
6	<b>Achievements:</b> The UNESCO Cluster Office has been and continues to be a valued partner in the UNCT in assisting member countries in developing and implementing their UNDAF. This contribution has enhanced inter-agency cooperation in implementation of UNESCO programmes in the Member States, but it also highlights the challenges of being non-resident in four countries.	UNESCO should consider appointing a liaison officer (of appropriate stature) in each Member State where it has no field office, to perform the following duties: <ul style="list-style-type: none"> <li>• providing backstopping support to the National Commission;</li> <li>• representing UNESCO in in-country meetings, events and UNCT;</li> <li>• following up issues on behalf of the Cluster Office; and</li> <li>• performing any other duties assigned by the Director and UNESCO Headquarters.</li> </ul>	A feasibility study for establishing such liaisons will be commissioned by the Office.
7	<b>Challenges:</b> Communication flaws have been identified between the Cluster Office and key actors in the Member States, particularly with Angola.	The communication flaws and other challenges highlighted by the Cluster Office and Member States should be discussed openly at cluster meetings to find a solution in a participatory manner.	A new communication strategy is being developed, and will be implemented during the biennium.
8	<b>Challenges:</b> SHS has not had professional staff on the ground in the cluster since 2005.	A professional officer in Social and Human Science should be appointed in the Cluster Office to implement activities planned in human rights and to assist in the areas of research and baseline data collection.	The appointment process has been started, and an officer will be in the post in the course of 2008-2009.
9	<b>Challenges:</b> Limited capacity of National Commissions in terms of personnel (particularly in the case of Swaziland) and financial support.	UNESCO should advocate and governments ensure that the capacity of NATCOMs is strengthened in terms of personnel and financial resources, so that they can better perform their mandated roles. The National Commission for South Africa and UNESCO should revisit the UNESCO Chairs in universities in South Africa with the view to strengthening their capacity to discharge their mandates.	Continuous advocacy is being undertaken by the NATCOMs, the Director and the project officers.
10	<b>Challenges:</b> No regular written reports to Member States.	Information on funds spent on and in each Member State by sector should be readily available from the administration and finance system as this would enhance monitoring and evaluation.	Regular reports to Member States will be provided, based on a reporting template to be adopted in early 2008.

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
<b>Sustainability</b>			
<b>11</b>	<p><b>Achievements:</b> The Cluster Office staff find the Cluster Strategy extremely useful in planning, negotiating and implementing the activities. It has proved to be a useful reference document in their interaction with stakeholders. The staff therefore, find the Cluster Strategy accessible and easy to use. The National Commissions for UNESCO of the Member States have found the Cluster Strategy a useful guide in performing their responsibilities. It is helpful in advising governments and in interaction with stakeholders. Ownership of the Cluster Strategy among stakeholders is very high.</p>	See recommendation in No. 1 above.	See actions in No. 1 above.
<b>12</b>	<p><b>Achievements:</b> The Cluster Strategy has been instrumental in the Office raising roughly \$2 in extrabudgetary funding for every \$1 from the regular programme budget. This has been due to the aggressive approach taken by the Cluster Office to prepare proposals in collaboration with Member States to access extrabudgetary financing.</p>	See recommendation in No. 1 above.	See actions in No. 1 above.

## 6. Title of the evaluation: Evaluation of the International Oceanographic Data and Information Exchange Programme (IODE) of the International Oceanographic Commission of UNESCO (IOC)

<b>C1: Brief description and background of the activities evaluated / reviewed:</b>			
<p>The International Oceanographic Data and Information Exchange Programme (IODE) of the International Oceanographic Commission of UNESCO (IOC) was established in 1961. Initially the IODE started out as a Working Group on Oceanographic Data Exchange, created by the First IOC Assembly (19-27 October 1961) through Resolution I-9. The Working Group became a Working Committee in 1973. IODE is now a Technical Committee of the IOC, with its operations governed by the IOC Rules of Procedure. The main objectives of the IODE are: (i) to facilitate and promote the exchange of all marine data and information including metadata, products and information in real time, near real time and delayed mode; (ii) to ensure the long term archival, management and services of all marine data and information; (iii) to promote the use of international standards, and develop or help in the development of standards and methods for the global exchange of marine data and information, using the most appropriate information management and information technology; (iv) to assist Member States to acquire the necessary capacity to manage marine data and information and become partners in the IODE network; and (v) to support international scientific and operational marine programmes of IOC and WMO and their sponsor organizations with advice and data management services.</p>			
<b>C2: Budget</b>			
<p>UNESCO regular programme budget included: \$215,000 (2002-2003); \$389,000 (2004-2005); and \$332,715 (2006-2007) plus \$87,000 from cross-cutting projects. The main extrabudgetary support for the IODE programme is provided through the UNESCO/Flanders Fund-in-Trust for the support of UNESCO's activities in the field of science (FUST), and amounted to some \$1 million in 2002-2003; and \$1,173,300 in 2004-2005. Another \$750,000 was provided in 2005 to the IOC Project Office for IODE (through Flanders Marine Institute – VLIZ). For 2006, \$1.2 million was provided through the IOC Special Account, FUST FIT.</p>			
<b>C3: This evaluation</b>			
<p>This evaluation was programmed in UNESCO's Programme and Budget for 2006-2007 (33 C/5) with the purpose of assessing the extent to which IODE is achieving its proposed objectives. It was conducted by an independent external evaluator from Guatemala in the period March to September 2007. The methods employed included document review, site visits and interviews with IODE staff at UNESCO-HQ; and at the IOC Project Office for IODE. Further interviewees included the IODE Chairperson; programme participants from Member States attending the IODE-XIX, meeting in Trieste, Italy, 12-16 March 2007; and staff and stakeholders in Nairobi. A questionnaire survey was also administered. The cost of the evaluation was some \$20,000.</p>			
	<b>Findings and conclusions</b>	<b>Recommendations</b>	<b>Actions taken/to be taken by the Director-General</b>
	<b>Relevance</b>		
1	<p><b>Achievements:</b> IODE has continued to build its programme of activities on the basis of networks involving National Oceanographic Data Centres (NODCs) and World Data Centres (WDCs) to recover, process, catalogue, archive, and disseminate oceanographic data on a global scale.</p>	<p>IODE should conduct a global survey to address the issue of the metadata catalogues, and to identify needs to be addressed in the guidelines to be developed with respect to such catalogues. It should also stress the issue of placing such catalogues on the web pages as indicators that the process can be reviewed externally and by IODE.</p>	<p>The Director-General has requested the Sector to complete the necessary action plan for the implementation of the recommendations, and this will be reported to the Executive Board as soon as it is completed.</p>

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
<b>Relevance continued</b>			
2	<p><b>Challenges:</b> While IODE, as well as other IOC bodies have been able to cope with reduction in the regular programme budget through extrabudgetary funding; in the case of IODE this has led to focusing its efforts on a single continent: Africa. While the focus on Africa allows IODE to better address the priorities for Africa set up in UNESCO's Medium-Term Strategy, it creates an imbalance, in that in reality IODE has a global mandate, and not just a mandate for Africa. A substantial portion of Latin America (from Panama to Mexico), and most of the Caribbean remain untargeted by IODE. Similar gaps exist in Asia, in the Pacific islands, as well as in the Indian Ocean.</p>	<p>The IODE Committee should assess how best to proceed in order to reduce the existing gaps in its coverage between the various regions of the world. One possibility could be to explore existing contributions from the Government of Flanders, which could be targeted to such regions.</p> <p>IODE to promote the replication of efforts related to ocean and marine data and information in other regions of the world where oceanographic networks are being established, such as in the cases of the Indian Ocean, Countries in Economic Transition (CET), and the Black Sea.</p>	See comments in No. 1 above
<b>Results, efficiency, effectiveness</b>			
3	<p><b>Achievements:</b> During the period 2002-2006 efforts by IODE targeting capacity-building included both the development of tools such as Ocean Teacher which has now been adapted to the Internet environment; the continuation of training courses mostly targeting participants from developing countries; and the establishment of a training centre in Oostend, in Belgium. Forty-six training courses were organized between 2002 and 2006, 19 of which were at the new facility in Oostend.</p>	<p>The IODE Committee should review the issue of translation of Ocean Teacher into other languages, notably Spanish for Latin America, and Russian for several Member States of the former Soviet Union.</p>	See comments in No. 1 above

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
	<b>Results, efficiency, effectiveness continued</b>		
4	<p><b>Achievements:</b> An important advancement in recent years relates to efforts by IODE and its networks in Member States to advance beyond data exchanges to the generation and exchange of information. With the support of its Group of Experts on Marine Information Management (GEM-MIM), IODE has set up a network of National Marine Information Coordinators and has established a strategic alliance with the International Association of Aquatic and Marine Science Libraries and Information Centres (IAMSLIC). As a result, electronic repositories of data have been set up in African countries to gather and exchange a variety of information; Atlases are being developed and used, and exchanges of scientific and technical publications have been facilitated through IAMSLIC.</p>	<p>Considering the use that atlases, such as The African Atlas of the Ocean, can have with respect to the planning and utilization of resources in coastal areas in the context of integrated environment management; the IODE Committee should assess how best to transfer the lessons learned from the approach coordinated by ODIN-AFRICA to ODIN-CARSA, ODIN-CINDIO, ODIN-WEST-PAC, ODIN-BLACK SEA and ODIN-CET, which are being established at this time. IODE should consider establishing an inter-sessional working group to look into the issue of how to evaluate the amount of data, which is being exchanged, so that indicators can be developed for the different types of data being exchanged (physical, chemical, biological) in order for IODE to be able to track the progress being made over the years. The IPOI could offer an excellent environment to support this working group.</p>	<p>See comments in No. 1 above.</p>
5	<p><b>Achievements:</b> IODE has also been promoting Internet-based websites and tools for data and information exchange. The Ocean Portal, the African Portal and Portal Oceánico contain a variety of resources and links to additional information. Other efforts include Ocean Expert which hosts the database of experts spanning the globe; and the IODE web page itself, which contains links to all documents of IODE, provides information on the programme, and serves as a vehicle to reach all other IODE products.</p>	<p>The IPOI in Oostend should explore options, which could be foreseen to manage this concern regarding the current size of Ocean Teacher linked to the slow speed of Internet in some developing countries.</p>	<p>See comments in No. 1 above.</p>
6	<p><b>Achievements:</b> IODE continues to promote the establishment and use of relevant policies related to the free exchange of data among Member States.</p>	<p>Only 24 Member States have made explicit comments on the policy thus far. The IODE Secretariat should therefore analyse the extent to which the IOC Policy on Data Exchange is having the desired impact.</p>	<p>See comments in No. 1 above.</p>

Findings and conclusions		Recommendations	Actions taken/to be taken by the Director-General
<b>Results, efficiency, effectiveness continued</b>			
7	<b>Challenges:</b> The programme is dealing with issues of loss of data or lack of access to older data in the case of some developing countries. Issues of unevenness of the quality of the data, and duplication of data sets in some WDCs are also being encountered.	IODE should facilitate networking activities among WDCs so that issues related to data losses, quality control of data, management of duplicate data sets, flagging of particular data sets, and partition of data to be archived within the WDCs are addressed and the required actions put in place.	See comments in No. 1 above.
8	<b>Challenges:</b> Budget constraints do not allow IODE to reach all Member States that could benefit from ocean and marine data and information exchanges. Budget cuts have led to the reduction in staff allocated to the Secretariat. A related constraint is the limitation of Ocean Teacher, being available only in English, in the face of lack of necessary resources for producing the tool in other languages.	The IODE Committee should assess how best to proceed with respect to the issue of reduced capacity of the Secretariat considering the fact that IOC is not able to enhance the staff of the Secretariat of IODE.	See comments in No. 1 above.
<b>Sustainability</b>			
9	<b>Challenges:</b> IODE continues to provide the mechanisms for data exchange in a variety of formats, but is confronted with situations in which some researchers and agencies continue to avoid releasing their data. This was found to be due to the fact that the scientific community is evaluated not in terms of the amount of data produced or released, but in terms of scientific publications. In addition, some agencies consider their data as sensitive and thus do not wish to share it on the grounds of national or strategic security.	IODE should establish an inter-session working group to assess and recommend how IODE should approach the issue of lack of awareness by the ocean sciences community with respect to the capacities of IODE already in place in terms of data management (long-term archival and dissemination).	See comments in No. 1 above.

## **PART II – CONCLUDING REMARKS OF THE DIRECTOR-GENERAL**

7. Lessons learned: The set of three evaluations presented here show some very interesting common issues. The evaluations found clear relevance that the programmes concerned met the needs of Member States. UNESCO's lead role in both the WWAP and the IODE reflects achievements in international cooperation. The evaluators found concrete cases of results achieved, for instance WWAP contributed to raising global awareness of water issues, publications that have become landmark reference texts for policy-makers, and UNESCO's work in catalysing actions at regional and country level – an ingredient which may prove to be very useful in the context of United Nations reforms in delivering as one. The evaluations also revealed the importance of extrabudgetary funding and the challenges of fully delivering in Member States where there are no UNESCO offices. The Organization needs to continue to build on the strengths identified by the evaluations, and increase efforts at tackling the challenges highlighted.

### **Proposed draft decision**

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

The Executive Board,

1. Recalling 177 EX/Decision 26,
2. Having examined document 179 EX/20 which summarizes the evaluation reports that have been presented,
3. Taking note of the recommendations made by the evaluators as well as the report of the Director-General on the actions taken or to be taken to implement these recommendations,
4. Invites the Director-General to implement in a timely 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 it on evaluations undertaken on the Organization's programme activities, on the progress made in strengthening programme management, on the follow-up to evaluation recommendations for each programme evaluated, and on strengthening the quality of the evaluations undertaken and their impact on the management culture of the Organization.



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**REPORT BY THE DIRECTOR-GENERAL ON EVALUATIONS  
UNDERTAKEN DURING THE 2006-2007 BIENNIUM**

**CORRIGENDUM**

**SUMMARY**

A corrigendum concerning paragraph 8 (proposed draft decision) of document 179 EX/20 is attached hereto.



**Proposed draft decision should read as follows:**

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

The Executive Board,

1. Recalling 177 EX/Decision 26,
2. Having examined document 179 EX/20 which summarizes the evaluation reports that have been presented,
3. Acknowledges the generous contributions of the Italian Government for ensuring the further development of the WWAP, with the move of the Secretariat to Perugia;
4. Acknowledges also the support of the Belgian Government in the opening of the IODE project Office in Ostend;
5. Taking note of the recommendations made by the evaluators as well as the report of the Director-General on the actions taken or to be taken to implement these recommendations,
6. Invites the Director-General to implement in a timely 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;
7. 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.