



United Nations  
Educational, Scientific and  
Cultural Organization

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

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

Организация  
Объединенных Наций по  
вопросам образования,  
науки и культуры

منظمة الأمم المتحدة  
للتربية والعلم والثقافة

联合国教育、  
科学及文化组织

## Report by the Director-General on the execution of the programme (34 C/5) (01 January 2008 - 30 June 2009)

### **Strategic planning and programme monitoring**

## Part II.C – Programme-related services

Paragraph 10406

## Chapter 4 – Strategic planning and programme monitoring

Regular budget: Activities (rounded to \$ thousand)	
Planned: \$ 2 230	Actual: \$ 1 671

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
<p>Programming, monitoring and reporting functions carried out in line with UNESCO's results based approach, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, as well as with the Director-General's directives;</p>	<ul style="list-style-type: none"> <li>• Three statutory reports (180 and 181 EX/4 Part I, and addenda, and 182 EX/4 Part 1) on the execution of the approved programme.</li> <li>• Monitoring reports and analyses for the Director-General and senior management prepared, highlighting salient trends in implementation of the programme, and identification of areas for improvement.</li> <li>• A training module on Risk Management and a Risk Management Handbook were developed for training on risk management (RM) to be offered as of mid-2009. The module explains and illustrates Risk Management methodology using many examples and exercises adapted to the UNESCO context. Dedicated webpage developed (<a href="http://portal.unesco.org/en/ev.php-URL_ID=44920&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html">http://portal.unesco.org/en/ev.php-URL_ID=44920&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html</a>). Module tested with a pilot group of Programme Sectors staff.</li> <li>• 257 participants (193 in Headquarters and 64 in Field-Liaison Offices/Institutes) have benefited from the RBM introductory course.</li> <li>• 17 RBM advanced training/coaching sessions have been provided to 224 participants of which 107 from 39 Field Offices/Institutes and 58 from 14 National Commissions.</li> <li>• Following the RBM training/coaching 166 work plans/projects were reviewed by responsible officers to improve their results orientation.</li> <li>• In addition, 42 members from 21 Permanent Delegations, 4 members from the Ministry of Education of 1 country and 16 National Commission new Secretary Generals have participated to a RBM introductory training.</li> <li>• Document on RBM guiding principles has been translated in French and is available on-line:</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced monitoring will depend on the operability of SISTER, providing an extensive access to programme data and information.</li> </ul>	<p>All RBM training was carried out by the regular staff of UNESCO without the need to recourse to consultants</p>	<p>Follow-up of the training/coaching by verifying that the relevant actions have been taken by the Responsible Officers to improve the quality of their detailed work plans, thus ensuring that theory is translated into practice by each Responsible Officer who has received a RBM training/coaching</p>

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	<p><a href="http://portal.unesco.org/en/ev.php-URL_ID=43855&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html">http://portal.unesco.org/en/ev.php-URL_ID=43855&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html</a>.</p> <ul style="list-style-type: none"> <li>• 35 C/5 work plans elaboration tool functionalities, evolutions and processes designed in line with the RBM approach and in compliance with the strategic orientations set by the Director-General and the Governing Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility for the management of the SISTER2 project has been transferred to BB and BSP, as from end-March 2009.</li> </ul>		
<p>Draft Programme and Budget for 2010-2011 (35 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;</p>	<ul style="list-style-type: none"> <li>• Draft 35 C/5, Draft 35 C/5 Rev. and the 35 C/6 prepared, in particular the programmatic parts, bringing them together in a coherent and uniform format, especially as regards the application of RBM methodology.</li> <li>• Priority Gender Equality integrated into the Draft Programme and Budget for 2010-2011 and aligned with GE expected results in GEAP.</li> </ul>	<ul style="list-style-type: none"> <li>• In the implementation of Priority Gender Equality in C5, full cooperation of programme sectors along with BSP/PMR, is critical and must be continuously improved.</li> </ul>	<p>All these activities were accomplished with a small complement of regular staff.</p>	<p>Sustainability of commitments to GE in C5 will depend on budget allocations and competence of staff</p>
<p>Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes (e.g. dialogue among civilizations and cultures, cross-sectoral approach to capacity-building, gender equality);</p>	<ul style="list-style-type: none"> <li>• New and flexible approaches put in place for the management of intersectoral platforms and technical backstopping provided as well as overall coordination, including integration of priority Africa and gender equality considerations into all platforms, identifying opportunities for cross-fertilization of approaches and experiences among the various platforms, and also a reflection on the platforms' possible contributions to UN common country programming exercises (e.g. UNDAF, One Programme, MDG Fund).</li> <li>• Information regarding the functioning and role of the intersectoral platforms provided during the Director-General's information meetings. Information on the deliverables of each IP was also provided during four 60 minutes' sessions, organized by BPI, in consultation with BSP. Further a dedicated website was developed on the IPs to provide information on the evolution of the platforms, and to enhance visibility more generally: <a href="http://portal.unesco.org/en/ev.php-URL_ID=42645&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.htm">http://portal.unesco.org/en/ev.php-URL_ID=42645&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.htm</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• Some platform members have reported a lack of support from their hierarchy, and do not feel that they are empowered to make decisions on behalf of their sectors. Commitment at the highest levels, including budgetary commitment, is not persistent.</li> <li>• The lack of separate funding mechanisms/budget lines for the IPs is an obstacle to innovative thinking and development of new initiatives.</li> </ul>	<p>The backstopping has been provided by regular BSP staff, without recourse to extra staff or consultants.</p>	<p>The current funding arrangements and the lack of a formal management policy and guidelines (compensation, etc.) is a risk to successful implementation and growth of this inter-sectoral endeavour.</p>

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
	<ul style="list-style-type: none"> <li>• Coordinated UNESCO's contribution to the report of the United Nations Secretary-General for the 2009 session of the Economic and Social Council and for the sixty-fourth session of the General Assembly on the "Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010".</li> <li>• Advice provided to members of the Secretariat, to delegations and to National Commissions on the process of conducting feasibility studies and establishing new institutes or centres under the auspices of UNESCO (category 2).</li> <li>• Strategic guidance provided to members of the Secretariat on how to apply the new strategy and model agreement approved by the Executive Board at its 181<sup>st</sup> session to all new proposals for category 2 institutes and centres, and to all new renewals of existing agreements.</li> <li>• Visibility of UNESCO's activities to promote the International Decade for a Culture of Peace and Non-violence for the Children of the World, 2001-2010, enhanced through regular updates of the culture of peace website, and through increased networking with relevant NGOs and category 2 institutes, and other Secretariat units. DG's message for International Day of Peace prepared and widely circulated highlighting UNESCO's activities to promote the International Day of Peace. Report on the Implementation of the Programme of Action for the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) prepared for the 63<sup>rd</sup> and 64<sup>th</sup> session of the UN General Assembly, which entailed coordinating the relevant inputs received from Sectors, UN agencies and other actors.</li> <li>• UNESCO's Priority Gender Equality Action Plan for 2008-2013 was endorsed by the 181<sup>st</sup> session of ExB.</li> <li>• Issues pertaining to the promotion of women's empowerment and the achievement of gender equality were systematically integrated into other UNESCO's key strategic and policy documents and aligned with GEAP.</li> </ul>	<ul style="list-style-type: none"> <li>• The input from the sectors is usually a listing of activities rather than a strategic assessment of the major achievements.</li> <li>• Sharing good practices with members of the Secretariat on the initiatives that some sectors have taken to increase their engagement with relevant category 2 centres and institutes (as per 181 EX/66 Add. Rev) has proved to be very helpful.</li> <li>• Contributions from the Secretariat and from different UN agencies to the report on the International Decade for a Culture of Peace and Non-violence for the Children of the World, 2001-2010, are often received after the deadline and therefore cause delays in producing the report. More often than not, the contributions received focus on activities instead of providing strategic assessments.</li> <li>• Identifying the budget in support of GE has been a challenge. There is a need to identify indicative budgets tied to GE-specific expected results.</li> </ul>	<p>Coordination work was undertaken by BSP regular staff without recourse to consultants.</p> <p>Action Plan prepared by existing staff resources.</p>	

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	<ul style="list-style-type: none"> <li>• Technical input and backstopping to promote women's empowerment and gender equality provided to intersectoral platforms, including UNESCO Future Forum conferences and other UNESCO initiatives.</li> <li>• UNESCO also pursued the fine-tuning of its strategic approach to the dialogue among civilizations and cultures in three international events/conferences:</li> <li>• The 6<sup>th</sup> Summit of Heads of State of South-East European countries on the topic of "Intercultural Encounters on Maritime River and Lake Routes of South-East Europe" (12-14 June 2008) emphasized the role of cultural routes, itineraries and corridors as platforms for regional cooperation, and foresees a series of joint projects on Cultural Water Routes as a means to contribute to stability and peace in the region (see <a href="http://unesdoc.unesco.org/images/0018/001825/182564E.pdf">http://unesdoc.unesco.org/images/0018/001825/182564E.pdf</a>).</li> <li>• The Copenhagen Conference on "Education for Intercultural Understanding and Dialogue" (21-22 October 2008) underscored the necessity of a more inclusive and integrated approach to education, based on cooperation and dialogue at all levels of human relations as well as the development of special platforms for cooperation across cultural boundaries with a particular focus on young people, as key agents of change.</li> <li>• The 7<sup>th</sup> Summit of Heads of State and other High-level representatives of South East Europe, "Management of Heritage Diversity and its Promotion for Tourism" (3-4 June 2009) acknowledged the role of tourism as a tool for the safeguarding and promotion of cultural diversity and defined strategies for joint action in the area of cultural and ecological tourism as a key resource in fostering sustainable development in the region.</li> <li>• The major achievements of the successful public-private partnership "Mondialogo" was presented to a wide audience of new stakeholders at the 2<sup>nd</sup> Forum of the Alliance of Civilizations (Istanbul, 6-7 April 2009).</li> <li>• An International Jury selected the finalists for the third round of the Mondialogo Engineering Award (Stuttgart,</li> </ul>			

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	22 July 2009).			
<p>UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened, at both the country and global levels;</p>	<ul style="list-style-type: none"> <li>Institutional guidance has been provided in a timely and proactive fashion on UNESCO's involvement in efforts on increased UN system-wide coherence, including on various aspects related to the implementation phase of 'Delivering as One', on the ongoing UNDAF roll-out, as well as on other common country programming exercises. A special emphasis has been put on ensuring the Organization's participation in Regional Directors Teams (RDT) and in the important functions they have been entrusted within the context of the new 'Management and Accountability Framework of the RC and UN Development System'.</li> <li>Systematic participation has been ensured in the programme-related inter-agency work of the CEB and its subsidiary bodies (notably HLCP, UNDG), including the ASG/ADG-level UNDG Advisory Group and the Working Group on Programming Issues (WGPI), advancing the perspectives of UNESCO as a specialized agency of the UN system. Areas covered include the development of simplified guidance on common country programming processes, participation in CEB joint crisis initiatives, the development of an operational document for the UNDAF, implementing the 'Management and Accountability Framework of the RC and UN Development System', as well as other issues.</li> </ul>	<ul style="list-style-type: none"> <li>The regional dimension of UN reform and coherence efforts plays an ever important role, including with the essential roles and responsibilities entrusted to the RDTs (provision of coherent technical support to RCs/UNCTs; quality assurance of UNDAFs/ One programmes, performance appraisal, and trouble shooting). Not participating in the tasks assigned to the RDTs would pose a considerable risk to the organization in terms of being excluded from essential management functions within the RC/UNCT system. The recently established agreement with DOCO and several RDT chairs to have the two UNESCO Regional Directors for Education and Science represent the Organization in the RDTs has allowed UNESCO to be systematically involved, as well as to advance its interests and to raise its visibility both at regional and at country levels.</li> <li>Provision of timely and dedicated support to field offices through the pooled portion of the 34 C/5 2% funds remains an important factor for the effective preparation of UNESCO's involvement and contribution in common country programming efforts, and should be continued for some time to have sustainable impact.</li> <li>Systematic participation of UNESCO in the inter-agency work of the CEB and its pillars (HLCP, HLCM, UNDG) remains critical to advance the interests of UNESCO as a specialized agency, and to ensure that its areas of competence are brought to bear in support of national development priorities.</li> </ul>	<p>UNESCO's participation in UN efforts of system-wide coherence ensured, and backstopping/ training provided, with an amazing minimum of dedicated staff (RP and FITOCA).</p>	

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	<ul style="list-style-type: none"> <li>• A training workshop on “The regional dimensions of UN reform: Challenges and opportunities for UNESCO” has been prepared, organized and conducted in Nairobi, Kenya, on 22-23 July 2009, with the participation of UNESCO Regional Directors and other field staff, senior managers from central services and programme sectors, as well as guests from the RDT-ESA and the UN Economic Commission for Africa (UNECA).</li> <li>• Coordination of the preparation and publication of 7 UNESCO Country Programming Documents (UCPDs) prepared by concerned Field Offices with guidance and backstopping from BSP, bringing the total number of UCPDs produced, as of 30 June 2009, to 12.</li> <li>• Copies of the UCPDs were distributed to Members of the Executive Board. The UCPDs are available on-line: <a href="http://portal.unesco.org/en/ev.php-URL_ID=40847&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html">http://portal.unesco.org/en/ev.php-URL_ID=40847&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html</a>.</li> <li>• Increased collaboration with UN agencies to promote gender equality in the context of “Delivering as One” through (i) the Interagency Network on Women and Gender Equality (IANWGE), (ii) as co-manager of the IANWGE TF on Gender and Climate Change, (iii) collaboration with UNDP and IUCN for the development of the first ever “Training Manual on Gender and Climate Change” (iv) participation in the Hanoi workshop on gender and Delivering as One (v) performance as lead agency for the Gender Forum at WCC-3; (vi) participating UN agency in “Donors Working Group on FGM/C” (vii) participating UN agency in the new Interagency Task Force on Adolescent Girls; (viii) active participation in key UN and non-UN meetings in support of GE; (ix) participation in inter-agency group on GE, HIV and AIDS.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated workshops/ training events and capacity building on various development of UN reform will need to be continued and sustained, at least for the next biennium.</li> <li>• UNESCO Field offices need to be encouraged to share information on country-level GE initiatives with BSP-GE</li> <li>• To ensure sustained attention by UNESCO staff members as part of UNCT to include gender equality components in UNDAFs, also with support from programme sectors.</li> </ul>	<p>All UCPDs have been prepared and coordinated by BSP regular staff without recourse to consultancies.</p>	
<p>Gender equality and gender mainstreaming in all UNESCO programmes promoted and requisite capacities built.</p>	<ul style="list-style-type: none"> <li>• UNESCO’s Priority Gender Equality supported at the organizational level through participation of BSP/GE in the formulation and implementation of key policy and strategic documents and initiatives, including 35 C/5, IP strategies, and the preparation of GEAP for 2008-2013.</li> <li>• Women’s empowerment and gender equality issues promoted globally through innovative partnerships in the context of (i) the UNESCO-Sony Ericsson Women’s</li> </ul>	<ul style="list-style-type: none"> <li>• The recent designation of Gender Equality as a global priority requires special efforts to ensure its full integration and implementation by all Sectors at all Divisional and Sectional levels. Sustained and effective focus on Gender Equality is nothing short of a culture change in the way the Organization conducts its business.</li> </ul>	<p>All activities are carried out by the small staff of BSP/GE with little additional support by temporary staff or consultants.</p>	<p>GE needs to be pursued vigorously and systematically with high political commitment throughout the Organization accompanied with sectoral resource allocation.</p>

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	<p>Tennis Association Tour Partnership for Gender Equality first round of projects supporting women's leadership in Jordan, Liberia, Cameroon, Dominican Republic and China; (ii) the annual celebrations of International Women's Day (8 March 2008) focusing on financing for gender equality.</p> <ul style="list-style-type: none"> <li>• More attention brought to importance of promoting women's empowerment and gender equality through organization of four seminars under the "UNESCO Forum on Gender Equality".</li> <li>• Capacity Development and Training in Gender Mainstreaming Programme furthered by (i) development of interactive, on-line training programme consisting of seven modules in English and French ; (ii) development of advanced in-person training for selected staff in HQ and FOs in French through collaboration with the University of Geneva.</li> <li>• Development of a "Gender Equality +" knowledge web portal to support information/knowledge generation and sharing among professionals.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting gender equality in organizational processes is facilitated through regular and systematic participation of GE specialists in decision/policy-making discussions and committees.</li> <li>• Advocacy and dialogue initiatives such as IWD, UNESCO Forum on Gender Equality can be organized at a level to guarantee outreach and effectiveness only if requisite resources (human and financial) are available.</li> <li>• Interactive exchanges and moderated discussion forums are effective advocacy and dialogue tools for the promotion of women's empowerment and gender equality.</li> <li>• Advocacy for GE is more effective when theme is included in non-GE focused mainstream advocacy and dialogue initiatives.</li> <li>• Gender equality issues need to be addressed as policy issues by entire senior management and Organization as a critical precondition for assisting countries to attain IADGs.</li> <li>• Expansion of focus of Gender Equality work by the Organization to be accompanied by an increase in human and financial resources.</li> </ul>		