



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 – 31 December 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: \$ 2 255	Actual: \$ 2 550

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"> • 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 (34 C/5). • Monitoring reports and analyses for the Director-General and senior management prepared, highlighting salient trends in the implementation of the programme, and identifying areas for improvement. • A training module on Risk Management and a Risk Management Handbook were developed and pilot tested by a group of UNESCO staff members. The purpose is to explain and illustrate risk management methodology using many examples and exercises adapted to the UNESCO context. Dedicated webpage developed: (http://portal.unesco.org/en/ev.php-URL_ID=44920&URL_DO=DO_TOPIC&URL_SECTION=201.html). • Throughout the biennium, efforts have been pursued to reinforce the institutional capacities in the results-based management (RBM) approach and further enhance the results-orientation of the Organisation. To ensure a common understanding and consistency of UNESCO's RBM approach, training courses and capacity building workshops have been organised targeting the full range of the UNESCO family: <ul style="list-style-type: none"> - Within the Secretariat particular attention has been placed on participation of staff from Field Offices and Category 1 Institutes. In addition to a large number of introductory courses (264 participants), nineteen RBM workshops have been organised for 265 participants. Training sessions have been complemented by on-line follow-up guidance for the formulation of work plans and reports on programme execution (35 C/5 and EX/4), as well as for the refinement of UNESCO results in common country programming exercises (UNDAF). - An RBM Focal Point Network was established to facilitate exchange of information. - 42 members of 21 Permanent Delegations, 	<ul style="list-style-type: none"> • Discrepancy between the RBM terminology used at UNESCO and by the UNCTs does not facilitate programme specialists' work in the Field Offices. • Issues encountered in the operability of SISTER2 and its reporting module did not allow to base the analysis or to assess the overall quality of the programming and monitoring information. 	<p>All RBM training was delivered by UNESCO staff; Efforts to save on costs were made by organizing training sessions back-to-back to other staff meetings whenever it was possible.</p> <p>The technical development of the 35 C/5 work plans system (SISTER Light) was elaborated in less than 8 weeks for a total cost of US\$ 55,380.</p>	<p>Follow-up mechanisms to the RBM training sessions was put in place to guide and coach staff and trainees in all programming, monitoring and reporting phases and ensure the sustainability of the learning and skills acquired.</p> <p>One indicator of success is the observed improvement in the quality of the workplans developed for the 2010-2011 biennium.</p>

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	<p>4 Members of the Ministry of Education and 16 new Secretary Generals of National Commission participated in a RBM introductory course. Follow-up meetings have been organised to discuss the way forward on certain programme related documents such as the EX/4.</p> <p>- In collaboration with ERC/NAC, 58 members from 14 National Commissions (NatComs) have participated in two RBM training workshops. As a result of one of the workshops, a sub-regional proposal for a capacity building programme for East African NatComs was elaborated, to be funded by the German National Commission.</p> <ul style="list-style-type: none"> • A programming tool, - SISTER "Light" - was elaborated in collaboration with other units in the Secretariat which allowed the timely preparation and validation of the 35 C/5 work plans, including the extrabudgetary outlines of the Complementary Additional Programme (CAP). • The review and analysis of the 35 C/5 workplans were conducted and special attention has been placed on ensuring compliance with the RBM approach and the strategic orientations set by the Director-General and the Governing Bodies. Recommendations for improvement have been formulated. • In addition, approximately 1500 workplans for the 2010-2011 biennium were reviewed to assess compliance with the Priority Gender Equality policy and the GEAP outcomes. Quantitative and qualitative analyses were prepared on the basis of this review and recommendations were formulated. 			
<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"> • The Draft 35 C/5, was prepared in compliance with the RBM principles, and approved by the 35th session of the General Conference. • Priority Gender Equality integrated into the Draft Programme and Budget for 2010-2011 and aligned with GE outcomes in GEAP. • The Approved Programme and Budget (35 C.5) was finalized taking into account the Resolutions of the 35th session of the General Conference • UNESCO's Priority Gender Equality Action Plan for 2008-2013 endorsed by the 35th session of the General Conference. 	<ul style="list-style-type: none"> • 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. 	<p>The preparation of the Draft C/5 is done by UNESCO staff members and does not entail extra costs.</p>	<p>Sustainability of commitments to GE in C5 will depend on budget allocations and competence of staff</p>

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<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"> • 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). • 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: http://portal.unesco.org/en/ev.php-URL_ID=42645&URL_DO=DO_TOPIC&URL_SECTION=201.htm. • 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". Participated in the Interagency Preparatory Process for the Fourth United Nations Conference on the Least Developed Countries, to be held in 2011 in Turkey, and coordinated UNESCO's contribution thereon. • 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). • 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 181st session to all new proposals for category 2 institutes and centres, and to all new renewals of existing agreements. • Visibility of UNESCO's activities to promote the International Decade for a Culture of Peace and Non- 	<ul style="list-style-type: none"> • 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. • The lack of separate funding mechanisms/budget lines for the IPs is an obstacle to innovative thinking and development of new initiatives. • 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. • 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 	<p>The backstopping has been provided by regular BSP staff, without recourse to extra staff or consultants.</p> <p>Coordination work was undertaken by BSP regular staff without recourse to 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>

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	<p>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 63rd and 64th session of the UN General Assembly, which entailed coordinating the relevant inputs received from Sectors, UN agencies and other actors. Report by the Director-General on UNESCO's Work on a Culture of Peace prepared (184 EX/14) for submission to the Executive Board at its 184th session.</p> <ul style="list-style-type: none"> • Issues pertaining to the promotion of women's empowerment and the achievement of gender equality were systematically integrated into UNESCO's relevant key strategic and policy documents and aligned with the GEAP • Technical input and backstopping to promote women's empowerment and gender equality provided to intersectoral platforms, including UNESCO Future Forum conferences, Climate Change and Biodiversity, HIV&AIDS events and other UNESCO initiatives. • UNESCO also pursued the fine-tuning of its strategic approach to the dialogue among civilizations and cultures in three international events/conferences: • The 6th 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 http://unesdoc.unesco.org/images/0018/001825/182564E.pdf). • 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 	<p>instead of providing strategic assessments.</p> <ul style="list-style-type: none"> • Identifying the budget in support of GE remains a challenge. There is a need to identify indicative budgets tied to GE-specific expected results. 	<p>Action Plan prepared by existing staff resources.</p>	

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	<p>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. The proceedings of the Copenhagen Conference “The Copenhagen Agenda” were published (English, French, Arabic) and widely distributed through the established UNESCO channels, including to Member States at the 35th session of the General Conference”.</p> <ul style="list-style-type: none"> • The 7th 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; Cetinje, Montenegro) 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. • The major achievements of the successful public-private partnership “Mondialogo” was presented to a wide audience of new stakeholders at the 2nd Forum of the Alliance of Civilizations (Istanbul, 6-7 April 2009). The third Mondialogo Engineering Award Symposium and Award ceremony were successfully held in Stuttgart, Germany (6-9 November 2009), featuring thirty winners, young engineers from 28 different countries, with project proposals addressing poverty reduction, climate change mitigation and the promotion of sustainable development. • An International Jury selected the finalists for the third round of the Mondialogo Engineering Award (Stuttgart, 22 July 2009). • Various forms of backstopping and input to the celebration of the International Year of Rapprochement of Cultures, including drafting of correspondence, background documentation, speeches, press release, briefs, etc., especially in connection with the establishment of the Director-General’s High Panel on Peace and Intercultural Dialogue. 			
<p>UNESCO’s programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened, at both</p>	<ul style="list-style-type: none"> • Institutional guidance and support has been provided to HQ and FO staff on UNESCO’s programmatic involvement in efforts of UN reform and system-wide coherence, including on aspects related to the implementation phase of ‘Delivering as One’, the 2009 	<ul style="list-style-type: none"> • Provision of timely support and training remains critical in particular in the dynamic and fast-moving field of UN reform and in regard to emerging issues, such as the regional dimension of un reform or the action 	<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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<p>the country and global levels;</p>	<p>and 2010 UNDAF roll-out, as well as on other common country programming exercises. Following the recently established agreement with Regional Directors Teams (RDT) chairs and UN-DOCO to have UNESCO represented in the RDTs across regional, a special emphasis has been put on ensuring the Organization's effective participation in this important mechanism. In the framework of a UN system-wide reflection on middle-income countries, another emphasis has been on the special situation of middle-income countries and the possible action of UNESCO in this regard.</p> <ul style="list-style-type: none"> • UNESCO's systematic participation has been ensured in the programme-related inter-agency work of the CEB and its subsidiary bodies (notably HLCP and UNDG), including also in the ASG/ADG-level of the UNDG Advisory Group and eth WG on Programming Issues. Advancing the perspective of UNESCO as a specialized agency of the UN system, issues covered include a new guidance and support package for UNDAF roll-out, follow-up to the UN General Assembly resolution and negotiations on system-wide coherence, the implementation of the Management and Accountability system, as well as other issues. • Dedicated support and backstopping have been provided for the preparation of UNESCO Country Programming Documents (UCPDs), also in view of facilitating UNESCO's insertion in common UNCT programming work. • 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" and translation of the manual into French (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 the interagency group on gender and HIV & AIDS (ix) contributed to the elaboration of the "UNAIDS Action Framework on Women, Girls, Gender Equality and HIV" , the "UNAIDS Outcome Framework Business Case on Violence against Women and Girls"; 	<p>of the UN system in middle-income countries.</p> <ul style="list-style-type: none"> • Timely and dedicated financial support to Field Offices (pooled portion of the 35 C/5 2% modality) remains an important factor for the effective preparation of UNESCO's involvement in common country programming efforts. • Systematic participation of UNESCO in the inter-agency work of the CEB remains critical to advance UNESCO's perspectives as a specialized agency of the UN system. Common country programming efforts, in particular the UNDAF, are crucial for ensuring that UNESCO's areas of competence are brought to bear in support of national development priorities. • Feedback from field colleagues suggests that the UCPD has proven useful in particular in the context of UNDAF roll-out, and for presenting UNESCO's action vis-à-vis the UNCT and other partners. • Communication flows between Field offices and BSP-GE need to be more effective. • It is important to ensure sustained attention by UNESCO staff participating in the UNCTs to include gender equality components in UNDAFs, also with support from programme sectors. 	<p>All UCPDs have been prepared and coordinated by regular staff with recourse to consultancies in a few cases</p>	

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	<p>and the “Gender-based Violence and HIV Substantive Report” produced by UNFPA. BSP/GE also actively participated in key UN and non-UN meetings in support of GE.</p>			
<p>Gender equality and gender mainstreaming in all UNESCO programmes promoted and requisite capacities built.</p>	<ul style="list-style-type: none"> • 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, the Intersectoral platforms’ strategies, and the preparation of GEAP for 2008-2013. • First stand-alone report on UNESCO actions pertaining to GE at the national level prepared and submitted to the 35th session of the General Conference • Women’s empowerment and gender equality issues promoted globally through innovative partnerships in the context of (i) the UNESCO-Sony Ericsson Women’s 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 and 2009) focusing on financing for gender equality and next steps for priority gender equality at UNESCO, respectively. • More attention brought to importance of promoting women’s empowerment and gender equality through organization of seven seminars under the “UNESCO Forum on Gender Equality”. • 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 Elearning for selected staff in HQ and FOs in French through collaboration with the University of Geneva. • Development of a “Gender Equality +” knowledge web portal to support information/knowledge generation and sharing among professionals. 	<ul style="list-style-type: none"> • 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. • Promoting gender equality in organizational processes is facilitated through regular and systematic participation of GE specialists in decision/policy-making discussions and committees. • 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. • Interactive exchanges and moderated discussion forums are effective advocacy and dialogue tools for the promotion of women’s empowerment and gender equality. • Advocacy for GE is more effective when theme is included in non-GE focused mainstream advocacy and dialogue initiatives. • 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. • Expansion of focus of Gender Equality work by the Organization to be accompanied by an increase in human and financial resources. 	<p>All activities have been carried out by the small staff of BSP/GE with little additional support by temporary staff or consultants.</p>	