



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

Detailed Report on the activities of the Organization in 2006-2007

Budget preparation and monitoring

Paragraph 17004

Budget preparation and monitoring

Regular budget (rounded to \$ thousand)	
Planned: \$206,000	Actual: \$263,000

33 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
<p>Programme and Budget for 2006-2007 (33 C/5) administered, managed and monitored</p>	<ul style="list-style-type: none"> The Bureau has administered the budget by authorizing and making the appropriate allotments and reprogramming in accordance with the work plans approved by the Director-General. Monitoring reports have been provided to Sector's ADGs Directors of Field Offices on a regular basis as well as to the Committee of Budget and Finance (CBF) in order to facilitate and improve programme monitoring and enhance the qualitative/quantitative analysis of programme expenditures. 	<ul style="list-style-type: none"> BB will continue to contribute to the improvement of the Organization's tools and processes in order to enhance the efficiency of the administration of the budget. BB will also continue to propose any other information which could be useful for the decision-making process. 			
<p>Implementation of 33 C/5 regularly monitored (Management Chart).</p>	<ul style="list-style-type: none"> Detailed information has been prepared by the Bureau of the Budget in order to monitor the implementation of the 33 C/5 and inform Member States accordingly through "Management Chart[s] for Programme Execution in 2006-2007" and information on "Budget adjustments authorized within the Appropriation resolution for 2006-2007" and the closure of accounts : <ul style="list-style-type: none"> Document 175 EX/4 Part II (status as at 30/06/2006), Document 176 EX/4 Part II (status as at 31/12/2006), Document 177 EX/4 Part II (status as at 30/06/2007), Document 179 EX/28 (status as at 31/12/2007 after the closure of accounts). In addition, BB has provided and consolidated the financial information included in the present Document 35 C/3. 	<ul style="list-style-type: none"> BB will continue to provide the information requested by Member States, and to propose any other information which would be useful for the decision-making process. 			
<p>Management tools for a quantitative analysis of programme expenditures developed and improved.</p>	<ul style="list-style-type: none"> BB has actively participated in a number of projects within the framework of UNESCO's reform process, including STEPS and SISTER. 	<ul style="list-style-type: none"> All the reporting requirements which need to be enhanced have not been developed due to a lack of resources and adequate skills. Also, it should be noted that, while BB has participated in the 			

		<p>developments of a number of IT systems, it is not the primary business owner of these systems.</p> <ul style="list-style-type: none"> • BB will also participate actively, in UNESCO and within the UN system, in the interpretation of the International Public Service Accounting Standards (IPSAS) and their impact on budget management. 			
<p>Regular programme and extrabudgetary funds integrated.</p>	<p>(1) BB has pursued its work in the practical implementation of UNESCO's cost recovery policy.</p> <ul style="list-style-type: none"> • The "Draft Guidelines on the Cost Recovery Policy" were presented to the Committee of Budget and Finance in December 2006 and shared with the External Auditors in January 2007. • A programme support cost rate of 10% is now being applied to special accounts, unless otherwise decided by the Director-General (175 EX/Decision 36; Administrative Circular issued in January 2007). • Internal meetings were held with the view to amend the Guidelines on the cost recovery policy with additional technical details, and to finalize choices on the accounting side for a flexible cost recovery policy. • Consultations, including through a mission to FAO, were made with other UN Organizations in order to share cost recovery practices. Moreover, during its meeting in June 2007, the Finance and Budget Network, under the aegis of the UN System Chief Executive Board (CEB) and High-Level Committee on Management (HLCM), recommended that the Working Group on Cost Recovery Policies be re-activated and chaired by UNESCO. • Based on the consensus already obtained among UN Organizations in 2005 on definitions and principles for cost recovery policies, the Working Group has pursued further harmonization of cost recovery policies by examining UN Organizations' practices for the recovery of both the direct and indirect costs incurred by extrabudgetary projects. 	<ul style="list-style-type: none"> • BB will continue its efforts in the implementation of UNESCO's Cost Recovery policy and in an enhanced integration of RP and extrabudgetary resources. • The integration of RP and extrabudgetary resources is a prerequisite in order to enable the Bureau of the Budget to adapt and respond to the challenges of the current trends of the Organization's funding sources. 			

	<ul style="list-style-type: none"> • In the mean time, within UNESCO, on-going meetings have been organized with some Member States, presidents of governmental bodies, and internally, with directors of Field Offices, and directors and managers at Headquarters, to explain the issues at stake and changes being implemented. <p>(2) Following the organization of the working seminar for all BB staff on 19-20 October 2006, tasks and responsibilities have been redistributed within the Bureau in order to enhance staff polyvalence and better integrate and monitor regular programme and extrabudgetary resources. In addition, the Bureau has organized training sessions on the use of software and databases which are essential tools for the staff members of the Bureau to monitor/control both RP and extrabudgetary resources.</p>				
<p>Draft Programme and Budget for 2008-2009 (34 C/5) prepared.</p>	<ul style="list-style-type: none"> • BB has been working extensively to prepare the preliminary budget proposals and all the scenarios for the Draft 34 C/5. In particular, BB had been working on a number of budget options with the view to propose 3 budget ceilings to the Executive Board. In total, BB issued 5 different budget scenarios for the review and final approval of the Executive Board and the General Conference and, notwithstanding this additional work compared to other biennia, BB has managed to meet all its deadlines, which is critical for UNESCO's programme implementation. 	<ul style="list-style-type: none"> • BB will continue to prepare the preliminary budget proposals and all necessary scenarios for the draft programmes and budgets of the Organization. 			
<p>Administrative officers, young professionals and other staff trained on budget management issues.</p>	<ul style="list-style-type: none"> • While fulfilling its core mandate, BB has trained a Young Professional from April 2006, who has since integrated the team of the Bureau. BB has also participated in several training sessions organized for Directors/AOs of Field Offices at Headquarters and in the field (United Arab Emirates 25-29 May 2006, Vietnam 6-9 June 2006, Angola 13-17 June 2006, Greece 25-28 June 2006, Jamaica 3-6 July 2006, UNESCO Headquarters 29-31 May 2007-4 June 2007 and 12-15 October 2007 Bangkok 10-14 June 2007 and 10-14 September 2007, Addis Ababa 14-18 May 2007, Dar es Salaam 22-25 January 2008). BB has also been working extensively, including during a retreat of 1 day and a half, in order to streamline its training to be 	<ul style="list-style-type: none"> • Training Administrative Officers, Young Professionals, and other staff that focus on budget management issues has an eventual positive spill-over effect on the management culture of the Organization. However, it is a challenge for BB to reconcile staff training within its team and human resources efficiency taking into account that specific skills that are required for this Bureau. 			

	delivered to colleagues, including Directors of Field Offices, Administrative Officers, programme specialists, and other staff.				
--	---	--	--	--	--