



United Nations  
Educational, Scientific and  
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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 - 31 December 2008)

### **Field management and coordination**

## Part III – Support for Programme Execution and Administration

Paragraph 11008

### III.A – Field management and coordination

Regular budget: Activities (rounded to \$ thousand)

Planned: \$20 079

Actual: \$9 200

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
<p>Revised strategy for UNESCO's field presence at the country level prepared at an early stage for consideration by governing bodies.</p>	<p>1) Improved understanding of the positioning of UNESCO's National Commissions and national partners in the country-level approach, including at the five regional consultations and at the October 2008 Conf. of NatComs from "Delivering as One" and UNDAF countries held in Hanoi, Vietnam, in the context of the recent UNESCO-UNDP MOU with specific clause to the effect that UN Resident Coordinators may invite representatives of Natcoms to take part in the work of the UNCT where relevant.</p> <p>2) Improved understanding of the impact of UN country-level reform on UNESCO's programming and budgeting. The DRTF identified a growing demand for UNESCO's technical and specialized advice and expertise such as policy advice, sector analysis, statistics, monitoring and evaluation, capacity building, advocacy, rather than being a service provider or an implementing agency of sizeable development projects.</p> <p>Improved country-level programming in the elaboration and implementation of the C/5, reflected in Draft 35 C/5 and in UCPDs, and better understanding of the need to integrate relevant components of regional and global programmes into national programming documents.</p> <p>3) Greater awareness on UN reform at country level, through dedicated training, coaching and meetings, and principles and guidelines developed to drive the design of UNESCO's responses to the decentralization challenges:</p> <ul style="list-style-type: none"> <li>- The Director General submitted to the Executive Board at its 180<sup>th</sup> session, a progress report (document 180 EX/6, Part II) on the work of the Decentralization</li> </ul>	<ul style="list-style-type: none"> <li>• The network of National Commissions constitutes a significant comparative advantage for UNESCO among the UN agencies but their existing capacities varied widely, quite a number of them being in need of appropriate training in various areas.</li> <li>• The DRTF stressed the need to preserve UNESCO's comparative advantage at <u>global level</u> while being able to lead planning and implementation processes at <u>country level</u> in its fields of competence; To this end, UNESCO has to cater for different needs at the different phases of planning and conceptualization, implementation, monitoring and evaluation, and ensure ongoing support and quality control throughout.</li> <li>• The information on decentralization systems of other UN agencies has shown that : <ul style="list-style-type: none"> <li>- UNESCO is the only UN agency having no hierarchy between the different field levels, all other Agencies having entrusted regional or sub-regional levels with quality backstopping,</li> </ul> </li> </ul>	<p>Meetings of the DRTF involving all ADGs, Directors of Central Services and 12 Directors/Heads of field Offices took place at Headquarters. Staff travels were undertaken in the most cost effective ways and in conformity with the rules and regulations.</p>		

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	<p>Review Task Force, including on guiding principles to drive the longer-term adjustments to UNESCO's decentralized system.</p>	<p>including in management and administration, monitoring and often oversight of country level entities.</p> <ul style="list-style-type: none"> <li>- UNESCO is also the only Agency having thematic Regional Bureaux</li> </ul>			
<p>Frameworks for decentralization accountability harmonized and strengthened.</p>	<ul style="list-style-type: none"> <li>• The DRTF stressed the need to empower DIR/Heads of FO and to give them adequate means for action, while ensuring that quality control, monitoring and accountability are enforced.</li> </ul>				
<p>Participation in One United Nations reform initiatives strengthened at country level, and coherent action between Headquarters and field offices promoted.</p>	<ul style="list-style-type: none"> <li>• Reinforcement of the management, administrative and logistic capacities of the Field Offices involved in "Delivering as One" UN pilots and in 2008 UNDAF roll-out countries exercises and in other UN Country teams' joint initiatives at country-level through: <ul style="list-style-type: none"> <li>- Assistance (temporary human resources and travel funds) to 20 Offices to enable them to concentrate on UNCT initiatives in 26 countries (15 of which where UNESCO has a Non Resident Agency-NRA- status) without jeopardizing the implementation of the UNESCO regular programme and projects.</li> <li>- 2 antennas in Rwanda ("Delivering as One" UN pilot country) and Papua New Guinea (very active UNCT) to facilitate UNESCO's involvement.</li> <li>- 5 project antennas, for the strict duration of MDG's Fund projects in countries where UNESCO is NRA</li> <li>- Guidance to FOs on issues such as common UNCT services (3 missions: Tanzania, Vietnam and Mozambique).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient involvement of UNESCO Field Offices in "Delivering as One" UN Pilots and other joint UNCT programming and management initiatives requires adapting to evolving objectives and needs through flexible mechanisms.</li> </ul>	<p>Funds were allocated by BFC to FOs (\$ 484,000) after submission and approval of work plans from the concerned Field Offices and a thorough analysis and prioritization of needs.</p>	<p>Field Offices have benefited from specific financial and human resources for temporary assistance and alternative arrangements in order to ensure sustainability of UNESCO's involvement in "Delivering as One" and UNDAF, during the whole country-level process.</p>	
<p>Integrated approach to performance assessment of field office Directors and heads put in place.</p>	<ul style="list-style-type: none"> <li>• Performance Agreements for Field Offices' Directors/Heads defining key expected results for all their programmatic, management, representational and security functions (with corresponding performance indicators) have been established.</li> </ul>				

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<p>Operating budgets of field offices monitored and their management and administration improved.</p>	<ul style="list-style-type: none"> <li>• BFC HQ's continued monitoring of Field Offices' operating and security costs.</li> <li>• Overall budget envelopes for operating costs respected and appropriate adjustments and redeployment of funds made to cater for unexpected expenditures.</li> <li>• Management of 17 Field Offices reviewed and administrative support missions undertaken, when necessary.</li> <li>• Some 30 Directors/Head of Office trained on administrative and financial issues.</li> <li>• Some 30 Field Offices AO/AAs trained through Workshops organized at regional level.</li> <li>• Improved understanding of reality in risk management, effective internal controls as well as of accountability and responsibilities.</li> <li>• Institutional training workshops: UNESCO teams in 5 Field Offices more aware of institutional, programmatic, ethical aspects of the functioning of the Organization, including the rationale of administrative rules and procedures, through Institutional training Workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Such training should be continued and provided to all management, administrative and programme staff in Field Offices.</li> <li>• Institutional training workshops In order to cover a larger number of cluster Offices by the end of the 2008-2009, additional funding may need to be secured from learning and development commission.</li> </ul>	<p>Security funds have been used in an efficient manner due to allocation based on actual needs (supported by justifications, /invoices etc) and to the continuous review of the open commitments.</p> <p>Training and monitoring were undertaken in the most cost effective ways and in conformity with the rules and regulations.</p>	<p>A self-assessment/training CD Rom on Administrative and Financial Management is under preparation</p>	
<p>Awareness raised among field and Headquarters staff of field security issues and related delegation of authority and accountability, as well as of security policies and guidelines.</p>	<ul style="list-style-type: none"> <li>• Implementation of the Table of Delegated Authority and Accountability on Field Security Management ((Admin. Circular 2295 of 14 August 2007).</li> <li>• Strengthened capacity of all UNESCO personnel to effectively handle their security and safety responsibilities through enforcement of the mandatory completion of the Basic and Advanced Security in the Field training programmes.</li> <li>• Implementation of the new IT UNDSS tool for security clearance (ISECT) and monitoring of the compliance with established procedures through appropriate travel order process.</li> <li>• Development, dissemination and monitoring of the implementation of UNESCO specific</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient awareness among UNESCO staff and consultants of the prevailing security procedures (prior to departure and in the duty station) and the lack of knowledge among staff as to the communication lines, respective responsibilities.</li> <li>• Uneven level of compliance with mandatory travel related security requirements among Sectors/ Bureaux at HQs and among field offices.</li> </ul>	<p>Activities were undertaken in the most cost effective ways and in conformity with the rules and regulations.</p>		

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	<p>security policies including policy regarding travel related security requirements.</p> <ul style="list-style-type: none"> <li>• Effective and timely dissemination of the security guidelines and procedures.</li> <li>• Development of UNESCO Security Awareness e-Training including training on ToAA on Field Security Management.</li> <li>• Availability of security information via UNESCO intranet.</li> </ul>				
<p>United Nations Department of Safety and Security (DSS) instructions regarding safety and security of premises and staff in the field implemented.</p>	<ul style="list-style-type: none"> <li>• Implementation of all security requirements (MOSS, MORSS) of Field Offices as instructed by UNDSS.</li> <li>• Improved compliance with UNDSS standards conducive to safer and more secure working and living conditions of staff.</li> <li>• Effective and timely response to security emergency situations.</li> <li>• Continuous monitoring of the status of security compliance of UNESCO Field Offices.</li> <li>• Maintenance and updating of staff lists (emergency planning and Malicious Acts Insurance Policy) and lists of essential/critical staff designated within country security plans.</li> <li>• Active support in identification of alternative premises compliant with prevailing security standards (including mobilization of support from host country authorities).</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous need for close monitoring of Field Offices' compliance with security assessment and of their overall observance of prevailing UNESCO policies and procedures.</li> </ul>			
<p>Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, Office for the Coordination of Humanitarian Affairs (OCHA) consolidated appeals, strategic and programmatic frameworks, as well as funding mechanisms.</p>	<ul style="list-style-type: none"> <li>• UNESCO was invited for the first time to participate in the UN Executive Committee on Humanitarian Affairs (ECHA).</li> <li>• UNESCO further solidified its roles in the IASC (Interagency Standing Committee) Education and Early Recovery humanitarian clusters, both at global and country team levels.</li> <li>• Projects included in joint UN humanitarian appeals, notably for Central African Republic,</li> </ul>		<p>Funds allocated in this biennium through the PCPD Intersectoral Platform secretariat (BFC/CPO) have been catalytic to extra-budgetary resource mobilization and the inclusion of UNESCO proposals in common UN funding appeals by Field Offices, including for Myanmar's Cyclone Nargis, China's Wenchuan Earthquake</p>		

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	<p>Iraq, Gaza, occupied Palestinian territories, Somalia, Sudan, Haiti, China's Wenchuan Earthquake and Myanmar's Cyclone Nargis.</p> <ul style="list-style-type: none"> <li>Two UNESCO Field Offices (Havana and Islamabad) have benefited in 2008 from Central Emergency Response Funds (CERF), in the field of emergency education.</li> </ul>		and Gaza.		
<p>Effective post-conflict and post-disaster operations with proper infrastructures and administrative mechanisms put in place.</p>	<ul style="list-style-type: none"> <li>Dedicated RP budgets included for the first time in the 34 C/5 for the PCPD Programme Coordination Unit (BFC/CPO) enabled administrative and logistical support to field offices to immediately engage in joint post-crisis UN responses (Myanmar's Cyclone Nargis, Gaza crisis, China's Sichuan Earthquake).</li> <li>Further to Executive Board decision 174 EX/39, a Post-Crisis Special Account was established to further assure "rapid and high-impact response to post-crisis situations". The PCPD Intersectoral Platform - convened since early 2008- allows for coordination between relevant PCPD field offices, HQ focal points, and senior UNESCO management. In 2009, BFC/CPO is providing targeted regional trainings to Field Offices, starting with Asia and LAC regions, on "Preparing and Planning a UNESCO PCPD Response". A BFC/CPO Intranet PCPD Knowledge Management database is under development, which aims to support effective PCPD field responses by cataloguing "Best Practices" and historical documentation, and providing crisis-specific guidance, project templates and other assistance to facilitate UNESCO's effective integration within common planning and coordination mechanisms at UN Country Team level.</li> </ul>	<ul style="list-style-type: none"> <li>The PCPD Intersectoral Platform secretariat (BFC/CPO) required and benefited from sufficient funding in 34C/5 to begin investments at an appropriate scale on Intranet PCPD knowledge management, analytical capacity mapping, compilation of "best practices" and guidelines to Field Offices, and strengthened advocacy, including PCPD Website development, in line with comparable UN and other partners.</li> <li>Further intersectoral coordination, in direct communication with the affected PCPD Field Office(s), can have a major impact on the quality and appropriateness of UNESCO's overall response to PCPD situations. PCPD units at HQ must broaden interaction with and further demonstrate to Field Offices that it can provide timely and essential strategic guidance and rapid backstopping in PCPD situations.</li> <li>Targeted regional trainings for Field Offices and reinforced HQ advocacy will be necessary to ensure that UNESCO's capacities and mandates are fully recognized by UN partners and donors. PCPD trainings should focus on Field Offices, to assure rapid, strategic and efficient responses, notably following sudden onset emergencies such as natural</li> </ul>	<p>Field Office participants in the first BFC/CPO PCPD training have reported positive benefits in preparing their involvement in CAPs and Flash Appeals at UN Country Team level during this biennium</p>		

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		<p>disasters.</p> <ul style="list-style-type: none"> <li>An effective fund raising strategy needs to be elaborated and implemented in order to make sustainable the new revolving Post-Crisis Special Account</li> </ul>			