Tools
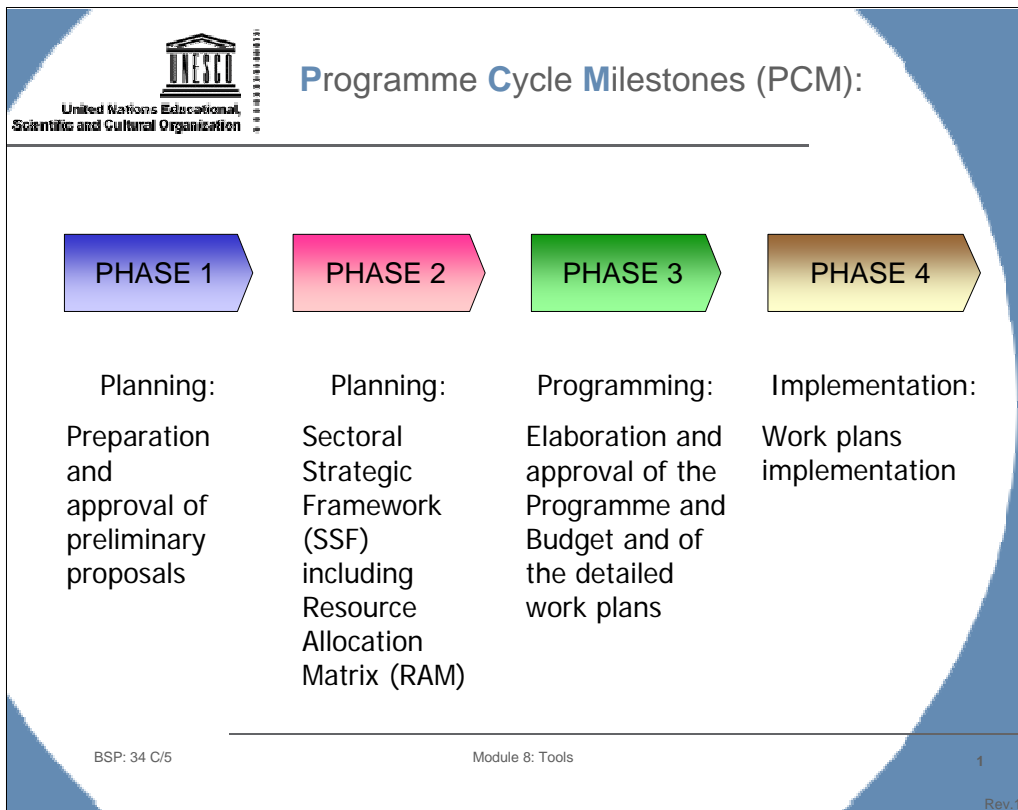
1. Programme Cycle Milestones
2. New aspects
3. Practical matters
4. Reporting
5. Resources

The seventh module called "Tools" will be divided into the following parts:

1. Programme Cycle Milestones (PCM).

2. New aspects.

3. Practical matters.

4. Reporting.

5. Resources.

UNESCO Governing Organs:

Executive Board Sessions: There are 5 Executive Board Sessions per biennium. As an example, for 2008-2009 there are: spring 2008, autumn 2008, spring 2009, autumn 2009 sessions. There is a short Executive Board Session after the General Conference for internal purpose (such as elections). All documents submitted to the Executive Board start by "EX".

- EX/4: 4th item of the Executive Board agenda: Report by the Director-General on the implementation of the Programme and Budget and on results achieved in the previous biennium: Results attained for the C/5 MLAs.

As an example, 182 EX/4 document: the results attained in the first 18 months of the 2008-2009 biennium for the 34 C/5 MLAs.

General Conference**:** There is one General Conference per biennium. As an example, for 2008-2009, it is in autumn 2009. All documents submitted to the General Conference start by a "C":

- C/4: 4th item of the General Conference agenda: Medium-Term Strategy.

- C/5: 5th item of the General Conference agenda: Programme and Budget.

- C/6: 6th item of the General Conference agenda: Recommendations by the Executive Board on the Draft Programme and Budget (181th for the 35 C/5).

- C/3: 3rd item of the General Conference agenda: Report of the Director-General on the activities of the Organization.

The joint EX/4-35 C/3 provides a full account of the key results attained in the 2006-2007 biennium as well as the lessons learned. It is submitted to the spring 2008 Executive Board session. Thereafter, it becomes the draft 35 C/3 and is submitted for approval to the 35th session of the General Conference (this explains the 35 of the 35 C/3). The joint EX/4-C/3 format has been established since the 2006-2007 biennium, combining the last EX/4 of the biennium and the C/3.

This presentation of the PMC mainly describes the Secretariat's specific contribution to the planning and programming processes. It does not deal with the details of the Executive Board's involvement in this process, notably through its Drafting Group.
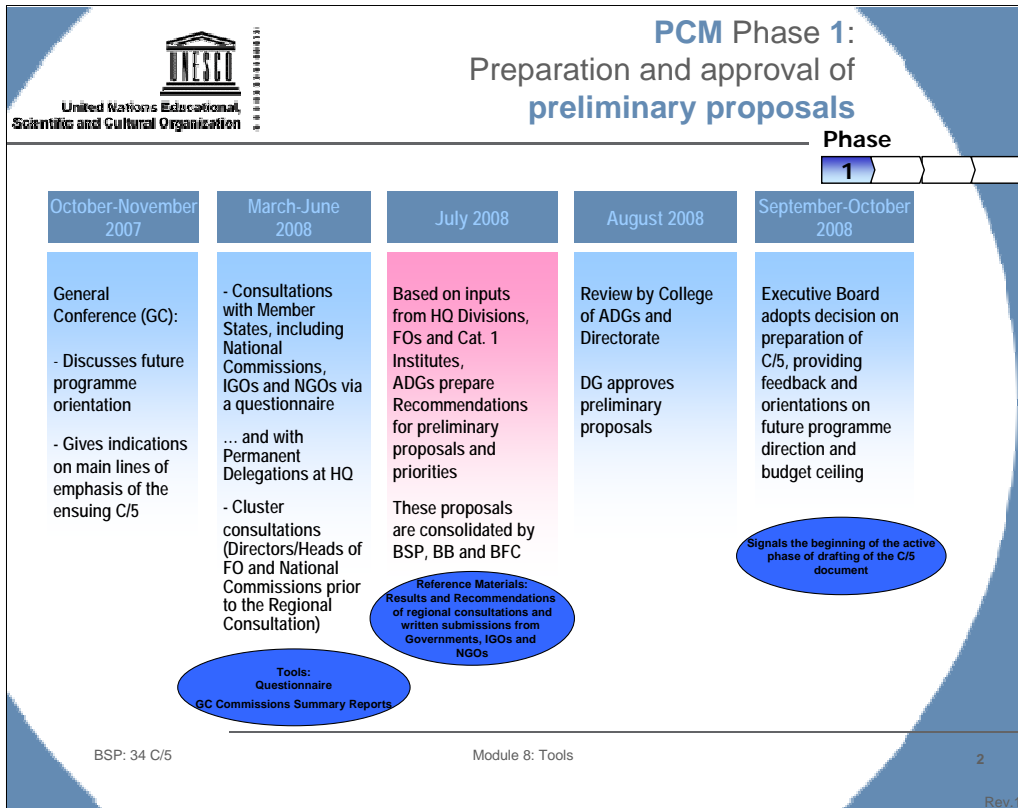
1-2 The Programme Cycle Milestones of UNESCO can be divided in 4 phases.

Planning: Planning is made up of the first two phases: Phase 1: "Preparation and approval of preliminary proposals" (from October 2007 to October 2008) and Phase 2: "Strategic Frameworks (including Resource Allocation Matrix)" (from October 2008 to January 2009),

3. Programming: Phase 3 "Elaboration and approval of the Programme and Budget and of the detailed work plans" (from December 2008 to December 2009),

4. Implementation: Phase 4 "Implementation of work plans" (from January 2010 to December 2011).

The following slides will be based on the example of the Programme Cycle Milestones for the 34 C/4, 35 C/5 and 2010-2011 work plans preparation.

PCM Phase **1**:
Preparation and approval of
preliminary proposals

Phase
1

October-November 2007	March-June 2008	July 2008	August 2008	September-October 2008
General Conference (GC): - Discusses future programme orientation - Gives indications on main lines of emphasis of the ensuing C/5	- Consultations with Member States, including National Commissions, IGOs and NGOs via a questionnaire … and with Permanent Delegations at HQ - Cluster consultations (Directors/Heads of FO and National Commissions prior to the Regional Consultation)	Based on inputs from HQ Divisions, FOs and Cat. 1 Institutes, ADGs prepare Recommendations for preliminary proposals and priorities These proposals are consolidated by BSP, BB and BFC	Review by College of ADGs and Directorate DG approves preliminary proposals	Executive Board adopts decision on preparation of C/5, providing feedback and orientations on future programme direction and budget ceiling

Signals the beginning of the active phase of drafting of the C/5 document

Reference Materials: Results and Recommendations of regional consultations and written submissions from Governments, IGOs and NGOs

Tools: Questionnaire GC Commissions Summary Reports

BSP: 34 C/5   Module 8: Tools   2

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Phase 1. Planning: Preparation and approval of preliminary proposals:

1. October-November 2007: 34th General Conference discusses future programme orientation and gives indications on main lines of emphasis of the ensuing C/5 (35 C/5), bearing in mind that it was at the 33rd General Conference that the future programme orientation for the 34 C/4 were initiated. The 34 C/4 was approved by the 34th General Conference and as it has a rolling character it shall be subject to periodic review.

2. March-June 2008: Member States, including National Commissions, IGOs and NGOs are consulted via a Questionnaire (questionnaire is finalised and dispatched April 2008, Deadline for submission of written comments is 15 July 2008) and with Permanent Delegations at HQ.

Cluster consultations by Directors/Heads of FO and National Commissions (and other stakeholders) take place (April/May 2008).

Regional consultations of Director-General with National Commissions follow (May-June 2008).

To be noted, at the spring 2008 Executive Board Session, the results attained during the two years of the 2006-2007 biennium for the 33 C/5 MLAs are presented via the joint EX/4-35 C/3 document.
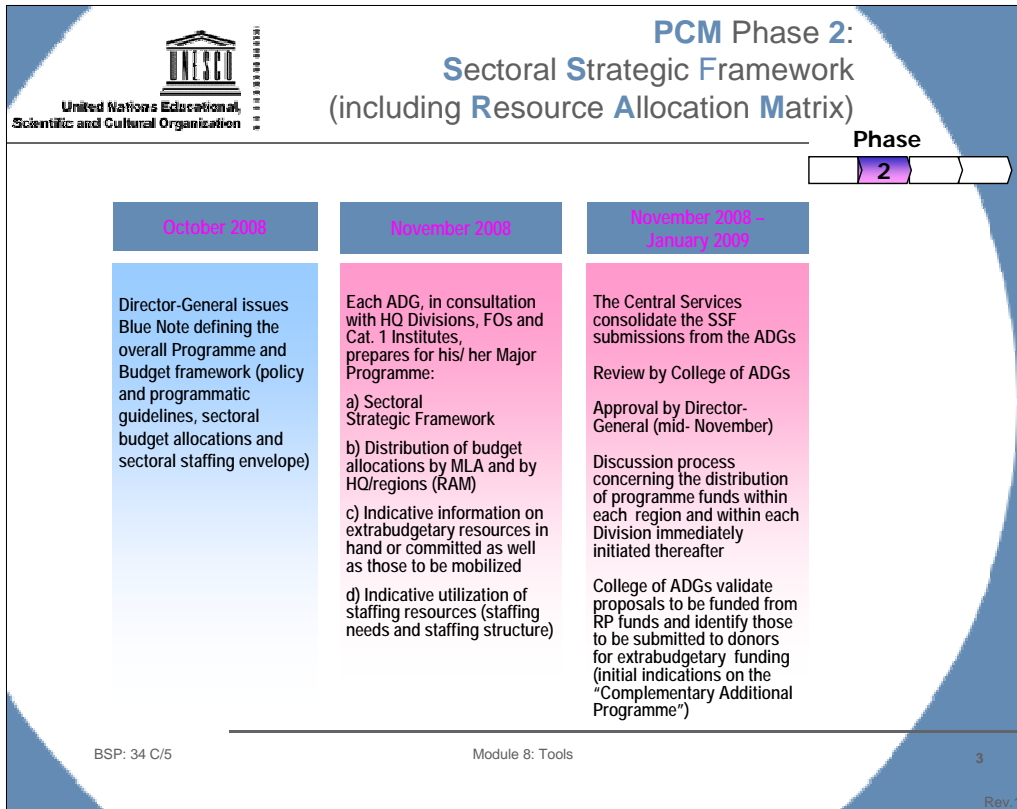
3. July 2008: Based on inputs from HQ Divisions, FOs and Category 1 Institutes, ADGs prepare Recommendations for preliminary proposals and priorities. These proposals are consolidated by BSP, BB and BFC.

4. August 2008: College of ADGs and Directorate review the preliminary proposals, which are then approved by the Director-General (mid-August).

5. September-October 2008: Executive Board adopts decision on the preparation of 35 C/5. This decision normally includes feedback, orientations on future programme direction and an indication on the budget ceiling.

As an example, for the 2006-2007 biennium, a synthesis of the questionnaire described in step 2 above was provided to the 175th session of the Executive Board. The Board Members adopted decision 175 EX/Decision 21 on the 34 C/4 and 34 C/5 preparation.

To be noted, at the autumn 2008 Executive Board Session, the results attained in the first 6 months of the 2008-2009 biennium for the 34 C/5 MLAs are presented via the 180 EX/4 document.

PCM Phase **2**:
Sectoral **S**trategic **F**ramework
(including **R**esource **A**llocation **M**atrix)

United Nations Educational,
Scientific and Cultural Organization

Phase
2

October 2008

Director-General issues Blue Note defining the overall Programme and Budget framework (policy and programmatic guidelines, sectoral budget allocations and sectoral staffing envelope)

November 2008

Each ADG, in consultation with HQ Divisions, FOs and Cat. 1 Institutes, prepares for his/ her Major Programme:

a) Sectoral Strategic Framework

b) Distribution of budget allocations by MLA and by HQ/regions (RAM)

c) Indicative information on extrabudgetary resources in hand or committed as well as those to be mobilized

d) Indicative utilization of staffing resources (staffing needs and staffing structure)

November 2008 – January 2009

The Central Services consolidate the SSF submissions from the ADGs

Review by College of ADGs

Approval by Director-General (mid- November)

Discussion process concerning the distribution of programme funds within each region and within each Division immediately initiated thereafter

College of ADGs validate proposals to be funded from RP funds and identify those to be submitted to donors for extrabudgetary funding (initial indications on the "Complementary Additional Programme")

BSP: 34 C/5   Module 8: Tools   3

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Phase 2. Planning: Sectoral Strategic Framework (including Resource Allocation Matrix):

1. October 2008: Director-General issues Blue Note defining the overall Programme and Budget (35 C/5) framework (end-October 2008). This blue note includes policy and programmatic guidelines for the elaboration of Sectoral Strategic Framework (SSF), including a strategy for mobilization of extrabudgetary resources; Sectoral budget allocations and sectoral staffing envelope; the format for the preparation of the Resource Allocation Matrix (RAM); and provisions for Intersectoral Platforms and/or any other modality retained for increasing intersectorality in the new C/5 period/exercise.

34 C/4: Mid-October 2006: Every six years, a Blue note is also issued for the preparation of the Draft Medium-Term Strategy.

2. November 2008: Each ADG, in consultation with Directors of HQ Divisions, of FOs and of Category 1 Institutes, prepares his/her Major Programme:

- Sectoral Strategic Framework (SSF),

- Distribution of budget allocations by Main line of Action (MLA) and by HQ/regions (RAM). Discussion process concerning the distribution of programme funds in each region is moderated by a Field Office Director appointed by each ADG for each biennium.
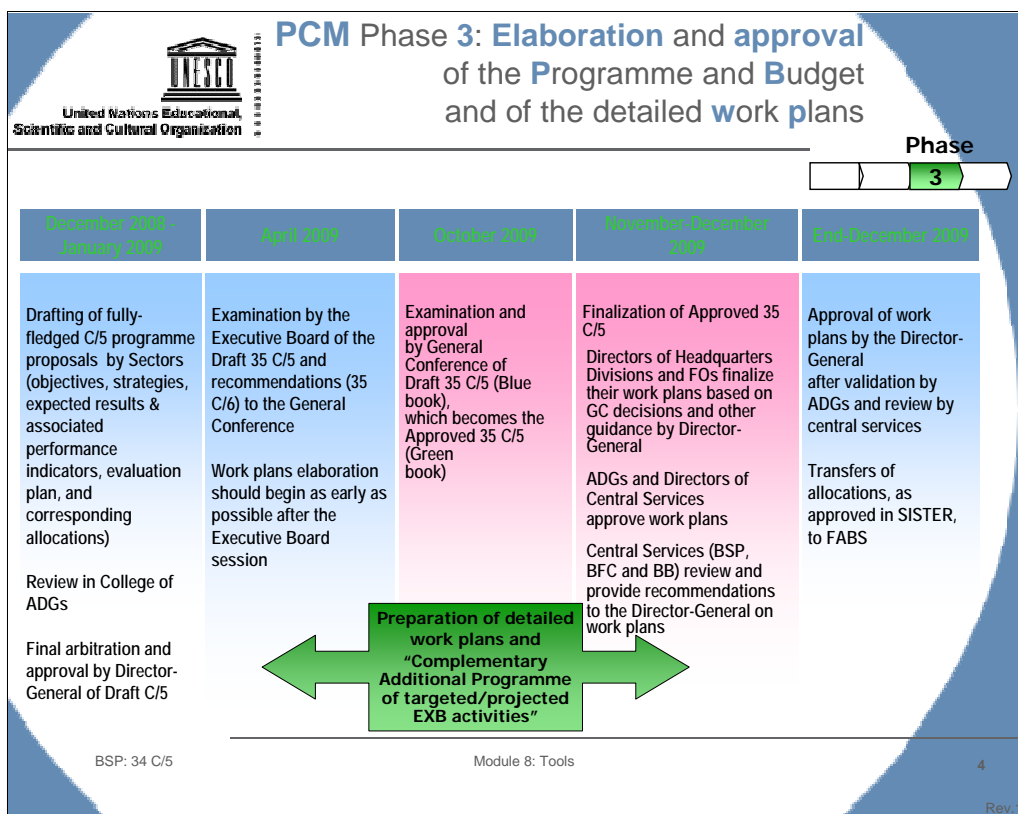
- Information on extrabudgetary resources that are already in hand or contained in signed donor commitments per MLA. While the amount of such resources is given for indicative purposes only, the expected results related to various MLAs should reflect the aggregate impact of regular and extrabudgetary programme resources. ADGs are to include the specific objectives for the extrabudgetary resource mobilization, to identify Main lines of Action and programme activities for which they would wish to seek extrabudgetary resources and the result(s) to be attained. As such an "Extended" SSF is prepared encompassing both Regular Programme and projected Extrabudgetary activities.

- Indicative utilization of staffing resources by MLA (staffing needs and staffing structure).

34 C/4: Mid-November 2006: ADGs submit to the College of ADGs the revised intersectoral strategies, including expected outcomes for Overarching Objectives and Strategic Programme Objectives. Likewise, programme-related services submit their contributions to the College of ADGs. Support Sectors (coordinated by ADG/ADM) submit their contributions to the College of ADGs.

3. November 2008-January 2009: The Central Services consolidate the submissions from the ADGs. Review by College of ADGs. Approval by Director-General (mid-November). Discussion process concerning the distribution of programme funds within each region and within each Division immediately initiated thereafter. College of ADGs validate proposals to be funded from RP funds and identify those to be submitted to donors for extrabudgetary funding (initial indications on the "Complementary Additional Programme").

34 C/4: Mid-December 2006: BSP consolidates proposals into a first draft of 34 C/4. College of ADGs review and submits the draft 34 C/4 to the Director-General.

PCM Phase **3**: **Elaboration** and **approval** of the **P**rogramme and **B**udget and of the detailed **w**ork **p**lans

United Nations Educational, Scientific and Cultural Organization

Phase

3

December 2008 - January 2009	April 2009	October 2009	November-December 2009	End December 2009
Drafting of fully-fledged C/5 programme proposals by Sectors (objectives, strategies, expected results & associated performance indicators, evaluation plan, and corresponding allocations)

Review in College of ADGs

Final arbitration and approval by Director-General of Draft C/5 | Examination by the Executive Board of the Draft 35 C/5 and recommendations (35 C/6) to the General Conference

Work plans elaboration should begin as early as possible after the Executive Board session | Examination and approval by General Conference of Draft 35 C/5 (Blue book), which becomes the Approved 35 C/5 (Green book) | Finalization of Approved 35 C/5

Directors of Headquarters Divisions and FOs finalize their work plans based on GC decisions and other guidance by Director-General

ADGs and Directors of Central Services approve work plans

Central Services (BSP, BFC and BB) review and provide recommendations to the Director-General on work plans | Approval of work plans by the Director-General after validation by ADGs and review by central services

Transfers of allocations, as approved in SISTER, to FABS |

⟵ Preparation of detailed work plans and "Complementary Additional Programme of targeted/projected EXB activities" ⟶

BSP: 34 C/5   Module 8: Tools   4

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Phase 3. Programming (including budgeting): Elaboration and approval of the Programme and Budget and of the detailed work plans:

1. December 2008-January 2009: Drafting of fully-fledged C/5 programme proposals. Sectors and Bureaux draft text for Part I of 35 C/5 (i.e. Draft Appropriation Resolutions with expected results, activity costs and staff costs) and Part II of 35 C/5 (Overall Presentation per MP; objectives and strategies of Biennial Sectoral Priority; expected results with performance indicators and benchmarks for MLAs; evaluation plan; activity, Staff and extrabudgetary amounts; Annexes) with BSP & BB involvement. Review in College of ADGs. Final arbitration and approval by Director-General of Draft 35 C/5.

34 C/4: End-January 2007: Final arbitration and approval by Director-General of Draft 34 C/4.

2. April 2009: Examination by Executive Board of the Draft 35 C/5 (which was dispatched early March 2009) and recommendations to the General Conference. These observations and recommendations are provided to the General Conference via document 35 C/6 which is approved at the 181th Executive Board Session.

- May 2009: the work plans elaboration begins.

34 C/4: April 2007: Examination by Executive Board of the Draft 34 C/4 and recommendation to the General Conference.

To be noted, at the spring 2009 Executive Board Session, the results attained in the first 12 months of the 2008-2009 biennium for the 34 C/5 MLAs are presented via the 181 EX/4 document.

3. October 2009: Examination and approval by General Conference.

At the General Conference Member States take decisions on the basis of 35 C/6 as well as on amendments submitted by Member States and considered as admissible. The Draft 35 C/5 (Blue book) becomes the Approved 35 C/5 (Green book).

34 C/4: October 2007: Examination and approval by the General Conference of the 34 C/4 document.

To be noted, at the autumn 2009 Executive Board Session, the results attained in the first 18 months of the 2008-2009 biennium for the 34 C/5 MLAs are presented via the 182 EX/4 document.
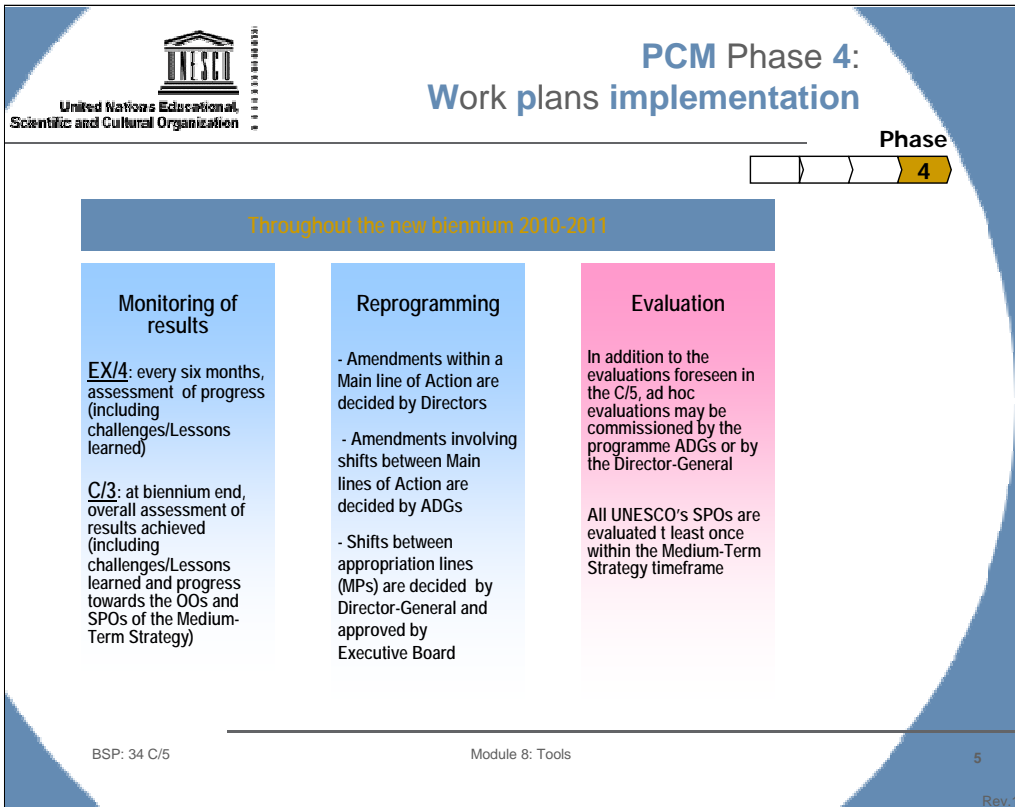
4. November-December 2009: Finalization of Approved 35 C/5.

5. May-November 2009: Directors of HQ Divisions and of FOs prepare detailed work plans. The "Extended" SSF is translated in an "Complementary Additional Programme of targeted/projected EXB activities" of projects/programmes outlines to be identified in direct alignment with 35 C/5 MLAs.

6. November-December 2009: Based on General Conference decisions and other guidance by Director-General (and ADGs and Central Services), Directors of HQ Divisions and of FOs finalize their work plans. ADGs and Directors of Central Services approve work plans. Central Services (BSP, BFC and BB) review and provide recommendations to the Director-General.

7. General approval of work plans by Director-General. The allocations and budget codes as approved in SISTER are transferred to FABS.

All extrabudgetary projects which are not financially closed by the 01/01/2010 are copied in the SISTER version of the 2010-2011 biennium. The Responsible Officers are first requested to indicate for these extrabudgetary projects which Main line of Action of the 2010-2011 biennium will be reinforced by the project. Once the copy of the projects has been implemented, they are requested among other tasks to indicate to which result(s) the project will contribute to.

Throughout the new biennium 2010-2011

Monitoring of results

EX/4: every six months, assessment of progress (including challenges/Lessons learned)

C/3: at biennium end, overall assessment of results achieved (including challenges/Lessons learned and progress towards the OOs and SPOs of the Medium-Term Strategy)

Reprogramming

- Amendments within a Main line of Action are decided by Directors

- Amendments involving shifts between Main lines of Action are decided by ADGs

- Shifts between appropriation lines (MPs) are decided by Director-General and approved by Executive Board

Evaluation

In addition to the evaluations foreseen in the C/5, ad hoc evaluations may be commissioned by the programme ADGs or by the Director-General

All UNESCO's SPOs are evaluated t least once within the Medium-Term Strategy timeframe

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Phase 4. Implementation includes monitoring, reprogramming and evaluation: Throughout the new biennium, implementation of work plans 2010-2011:

1. Monitoring of results (including of stakeholders and resources) of Main line of Actions and work plans (as well as of extrabudgetary projects):

- EX/4: every six months.

Major Programme Strategic assessment (including challenges/Lessons learned and overall contribution to expected outcomes of Overarching Objectives and Strategic Programme Objectives). Overall progress assessment of results (progress in achieving the expected result with reference to performance indicators and programmed benchmark) and challenges/lessons learned of MLAs and work plans.

At all levels, the Responsible Officers are requested to proceed with the assessment(s) and lessons learned. This information will need to be reviewed by the Responsible Officer at the level above to prepare her/his own assessments. As an example, the Result overall progress assessment of the Main line of Action integrates the contributions of Field Offices, UNESCO Institutes and extrabudgetary projects entered at the work plan levels.

179 EX/4 document: the results attained in the first 6 months of the 2008-2009 biennium for the 34 C/5 MLAs.

180 EX/4 document: the results attained in the first 12 months of the 2008-2009 biennium for the 34 C/5 MLAs.

181 EX/4 document: the results attained in the first 18 months of the 2008-2009 biennium for the 34 C/5 MLAs.

- Joint EX/4-36 C/3: End of biennium. It is submitted to the spring 2010 Executive Board session. Thereafter, it becomes the draft 36 C/3 and is submitted for approval to the 36th session of the General Conference. The joint EX/4-C/3 format has been established since the 2006-2007 biennium, combining the last EX/4 of the biennium and the C/3. In document joint EX/4-36 C/3 is found a full account of the key results attained in the 2008-2009 biennium as well as the challenges and how to overcome them, lessons learned and how to take them into account in the future, cost-effectiveness and sustainability aspects.

2. Reprogramming: Modifications of C/5 and amendments to work plans (including extrabudgetary projects):

Reprogramming of the information is necessary for activities/projects which need to be reviewed due to an event that hindered the expected implementation of the element. Reprogramming implies reviewing, adjusting the programming information to the new situation and being accountable for it.

- Amendments within a Main line of Action are decided by Directors,

- Those involving shifts between Main lines of Action by ADGs,

- Shifts between appropriation lines (Major Programmes) are decided by the Director-General and approved by the Executive Board.

3. Evaluation: Evaluation is a process that assesses in a systematic and objective manner the achievements of results in the light of the relevance, efficiency, impact and sustainability of on-going and completed projects and programmes. It measures and assesses outcomes and impacts rather than the delivery of outputs. It also clarifies the delivery mechanisms, constraints, weaknesses and emphasises where progress has not been made.

In addition to the evaluations foreseen in the C/5, ad hoc evaluations may be commissioned by the ADGs or by the Director-General. As per the 34 C/4 evaluation plan, all UNESCO's SPOs are evaluated at least once within the Medium-Term Strategy timeframe. These evaluations allow to identify redundant, under-performing or non-priority programmes and to apply sunset clauses or exit/transition strategies.

In conclusion, during one biennium in this case 34 C/5 (2008-2009) you will need in parallel to monitor two biennial Programme and Budget (i.e. 2006-2007 via the joint EX/4-35 C/3 and 2008-2009 via the EX/4s) and prepare a Programme and Budget (i.e. 2010-2011 via the 35 C/5 and work plans).

Anecdote on the C/5 process:

Both WHO and ILO hold their General Conference in spring of the 2nd year of the biennium (in this example spring 2009). This allows both specialised agencies to have their C/5 approved at this session. Consequently, the General Conference concentrates on policy issues and it is at the Executive Board session of autumn of the 2nd year (in this example autumn 2009) that operational details are reviewed.

It is to be noted that up to 1951, this was also the case for UNESCO. At that time the General Conference took place once in Headquarters, once in a Member State. However, in 1954, the General Conference was held in Latin America in autumn rather than spring for financial reasons. Since then the General Conference has always been organised in autumn of the second year of the biennium, making it much more difficult to focus only on policy issues. Furthermore, the time reserved for the preparation of the work plans was drastically reduced, as these began after the General Conference, that is in November of the 2nd year of the biennium. Therefore up to the 30 C/5 the work plans were overall approved by the Director-General in August of the first year of the biennium rather than prior to the start of the biennium (bearing in mind that since the 31 C/5, the work plans preparation begin around May-June of the 2nd year of the biennium thus ensuring their approval prior to the beginning of the biennium). In 1983 the United States of America proposed to organise the General Conference again at in spring of the 2nd year of the biennium. However, this was not agreed by all Member States. Since then there has been a constant review of the functioning of the 3 organs of UNESCO (i.e. General Conference, Executive Board, Secretariat). For the 2008-2009 biennium the latest document on this issue is the 179 EX/18 entitled "Follow-up to 33 C/Resolution 92 concerning relations between the three organs of UNESCO".

New aspects: **UN Framework**

UNESCO is engaged in the **U**nited **N**ations **reform process**:

• The 2005 **Paris Declaration** on Aid Effectiveness
Roadmap for all development partners to enhance the quality of their assistance

• The 2005 **World Summit** Outcome Document:
Enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system

• **One UN** approach: **UN** system "**D**elivering as **O**ne" at the country-level
One programme, one budgetary framework, one leader and one office (where appropriate).

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UNESCO's action at the global, regional and country level is conducted by the reform of the United Nations, which is reflected in the programmatic documents of the Organization: the Medium-Term Strategy (C/4) and the Programme and Budget (C/5).

UNESCO is fully engaged in this reform process, which is derived from:

The 2005 Paris Declaration on Aid Effectiveness, which established a roadmap for all development partners to enhance the quality of development assistance.

The 2005 World Summit, which committed Head of States and Governments at the United Nations to "*enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system*" and called for reform of the United Nations system in order to eliminate overlap and duplication in mandates and ensure stronger system-wide coherence and effectiveness.

The principal impact of the reform will be visible at the country level. In that respect, the United Nations has adopted a One UN approach to Deliver as One at the country level. Depending on the country concerned, this initiative encompasses some or all of the following aspects: one programme, one budgetary framework, one leader (of the United Nations Country Team in the person of the Resident Coordinator) and one office (where appropriate).

The United Nations reform has a direct impact on the Organization's internal reform process, bringing about programmatic coherence in respect to global lead responsibilities assigned to UNESCO, a new policy for the management of extrabudgetary resources, results orientation in line with the RBM approach, a comprehensive decentralization strategy and more effective country-level contribution.
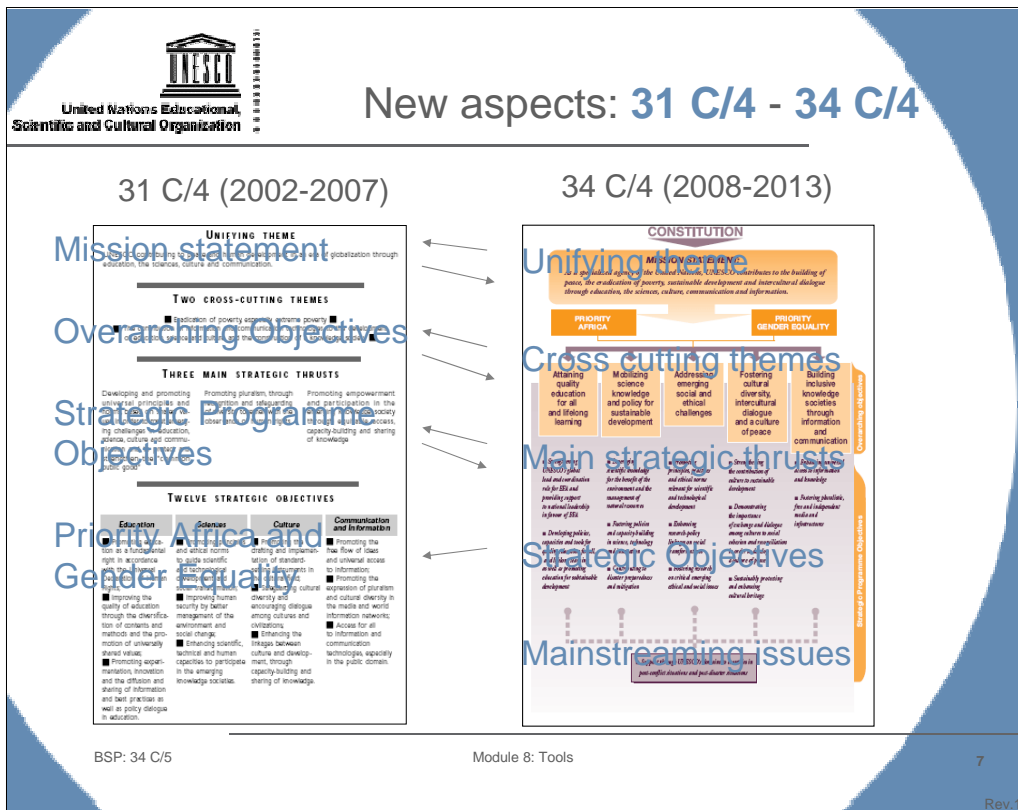
The Medium-Term Strategy for 2002-2007 (31 C/4) differs from the one for 2008-2013 (34 C/4).

The 31 C/4 is formulated around one unifying theme: "*UNESCO contributing to peace and human development in an area of globalization through education, the sciences, culture and communication.*"

To emphasize intersectorality between all programmes, two cross cutting themes have been defined:

- The eradication of poverty, especially extreme poverty, and

- The contribution of information and communication technologies to education, science, culture and information and the building of knowledge society.

The Strategy outlines 3 main strategic thrusts around which UNESCO's action will be developed during a six-year period:

- Developing, and promoting universal principles and norms based on shared values,

- Promoting pluralism through recognition and safeguarding of diversity, together with the observance of human rights

- Promoting empowerment and participation in the emerging knowledge society through equitable access, capacity-building and knowledge sharing.

From the main strategic thrusts are derived 12 strategic objectives, 3 for each programme.

The Medium-Term Strategy for the 2008-2013 is formulated around one Mission statement: "*As a specialized agency of the United Nations,*

UNESCO contributes to the building of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information."

During 2008-2013, the Organization will apply a programme-based approach integrating both intersectoral and sectoral responses. Programme action will be structured around five Overarching Objectives (OO) denoting areas where UNESCO has a unique profile and competency. Fourteen Strategic Programme Objectives (SPO) then translate these Overarching Objectives into programme-relevant and thematic terms. Each SPO builds in a linkage between normative and operational tasks.

The SPO are translated into a limited number of Biennial Sectoral Priorities (BSP), which determine the programmatic profile for each Major Programme.

UNESCO will accord specific priority to Africa and to Gender Equality. Specific interventions in favour of Youth, the Least Developed Countries and the Small Island Developing States are envisaged.

UNESCO will also respond to the needs of disadvantaged and excluded groups, and of the most vulnerable segments of society, including indigenous people.

The C/4 and the C/5 apply a strict result orientation, to be followed by both Programme Sectors and Central Services/Support Sectors. For each Overarching Objectives and Strategic Programme Objectives, measurable expected outcomes are defined. These are then linked to the measurable expected results, performance indicators and benchmarks at the Main line of Action in the C/5. This framework ensures a seamless passage from the C/4 document and the 3 C/5 biennia.

New aspects: **33 C/5** - **34 C/5**

33 C/5

| Major Programme - Level 1 |
| Programme - Level 2 |
| Sub-Programme - Level 3 |
| Main line of Action - Level 4 |
| Action - Level 5 |
| Activity - Level 6 |

34 C/5

| Major Programme - Level 1 |
| Biennial Sectoral Priority - Level 2 |
| Main Line of Action - Level 3 |
| Grouping - Level 4 |
| Activity - Level 5 |
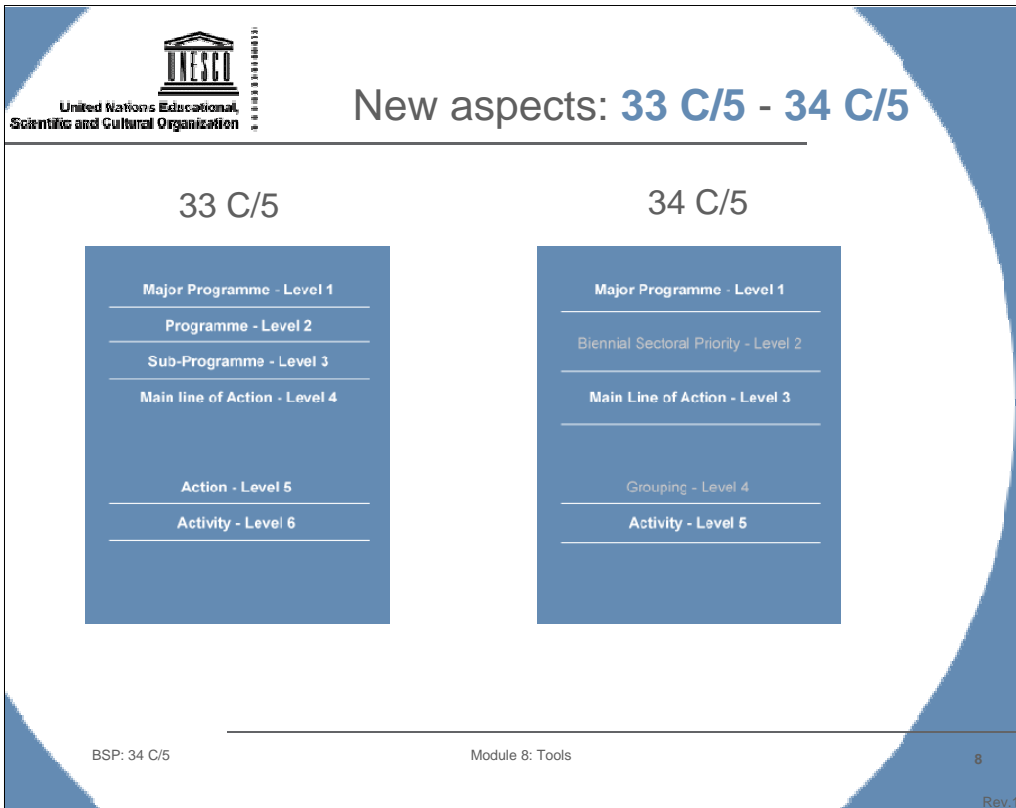
To further respond to the United Nations and UNESCO reform, the programmatic structure of the Organization has been simplified.

One of the major changes between the 33 C/5 and 34 C/5 is concretely translated by the number of levels.

In the 33 C/5, UNESCO was structured around 6 levels:

- The Major Programme (level 1)

- The Programme (Level 2)

- The Sub-Programme (Level 3)

- The Main line of Action (level4)

These first levels constitute the policy levels which are reflected in the C/5,

- Action (Level 5) and

- Activity (Level 6) represent the operational levels known as the work plans.

In the new structure of the C/5, the main difference lies in the policy levels which have been reduced to 2 programming levels:

- The Major Programme (Level 1),

- The Biennial Sectoral Priority (Level 2), being purely a grouping level

- The Main line of Action (Level 3)

The operational levels have been reduced to 1 programming level, the Activity and an administrative grouping:

- Grouping (level 4), being an administrative grouping level which is managed by the programme sectors according to their specific needs (e.g. ED: grouping by regions, SC: grouping by theme and CI by results)

- Activity (Level 5).

This modification is reflected in the SISTER code.

For the 33 C/5, the Budget code is composed of 8 digits and 3 letters, which refers to the position of the element in the programme structure.

As an example let's split up the budget code 35121309 ACR:

The first digit identifies the biennium within the Medium-Term Strategy (C/4). In this case it is "3" because the 33 C/5 is the 3rd and last biennium of the 31 C/4. In the same manner all budget codes during the 31 C/5 started with "1" as it was the first biennium of the 31 C/4 and during the 32 C/5 all codes started with "2" as it was the 2nd biennium.

The second digit corresponds to the Major Programme of the C/5. In this case "5" refers to the Major Programme of Communication and Information as it is listed as the fifth Major Programme in the C/5 document.

3. The third digit refers to the Programme level. In this case "1" indicates that it is the first Programme under the Major Programme.

4. The fourth digit corresponds to the Sub-Programme. Thus, the code shows that it is the second Sub-Programme under the first Programme.

5. The fifth digit corresponds to the Main line of Action. The code indicates that it is the first Main line of Action (MLA) under the second Sub-Programme.

6. The sixth digit corresponds to the Action level. It is the third Action attached to the first MLA.

7. The remaining 2 digits refer to the activity. "09" implies that it is the ninth activity under the third Action. The activities are not sorted by priority but by sequential order of creation.

8. The last 3 letters identify the entity responsible for executing the element (Administrative unit or Fund Centre).

To reflect the new programming structure of the 34 C/5, the Budget code has been modified: it is composed of 10 digits and three letters.

As an example let's take the budget code 4211202019 ACR.

9. The first digit identifies the biennium concerned. "4" refers to the 3"4" C/5.

10. The second digit refers to the Major Programme. In this case it refers to the Natural Sciences sector which is the second Major Programme in the 34 C/5.

11. The third digit refers to the Biennial Sectoral Priority within the 34 C/5 which is a new aspect of the C/5 replacing the Programme and Sub-Programme levels. The code indicates that it is the first Biennial Sectoral Priority.

12. The fourth digit corresponds to the Main line of Action. We are at the first Main line of Action of the Major Programme Natural sciences.

13. The fifth digit corresponds to the grouping level. We are at the second grouping of the first MLA.

14.The five remaining digits correspond to the activity level. The first 2 of the five digits reflect the contribution to an Intersectoral Platform. In case the activity does not contribute to a platform the 2 digits remain 00. The last three digits refer to the sequential order to the activities: "019" means that it is the nineteenth activity under the second grouping (thus allowing up to 999 Activities or Extrabudgetary projects).

15. The last 3 letters identify the entity responsible for executing the element (Administrative unit or Fund Centre).

Let's have a more detailed look at the Intersectoral Platforms.

00	**Contributing exclusively to the MLA (not part of an Intersectoral Platform)**
01	**Science Education**
02	**HIV and AIDS**
03	***Education for sustainable development****
04	**Fostering ICT-enhanced learning**
05	***Strengthening national research systems****
06	**Languages and multilingualism**
08	**Contributing to the dialogue among civilizations and cultures and a culture of peace**
10	***UNESCO action to address climate change****
11	**Foresight and anticipation**
40	***Contribution to the implementation of the Mauritius Strategy for the Sustainable Development of Small Island Developing States (SIDS)****
60	***Support to countries in post-conflict and disaster situations (PCPD)****
80	***Priority Africa: coordinating and monitoring the plan of action to benefit Africa****

*Capacity-building integrated explicitly in the Intersectoral Platforms asterisked and in italic.

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Rev.1

Intersectoral Platforms have been put in place in the 34 C/5 to ensure action around specific and complex global challenges calling for all core expertise and competencies of the Organization. In total twelve intersectoral platforms have been designed. Each platform is under the responsibility of a lead ADG and a platform manager.

Two instances have been settled for each of the platforms: A Steering Committee and a Task Force.

The function of the Steering Committee is to gather all ADGs of the different sectors involved in a platform to chart strategic approach, define objectives and expected results, monitor progress and assess the results achieved.

The Task Force will be in charge of defining a detailed action plan, promoting implementation and undertaking a review of the implementation process.

Another aspect, which has been simplified, is the reprogramming process.

New aspects: **Reprogramming**

Simplification of the **reprogramming process** for the 34 C/5

Validation should be requested upon modification of:

- Information of the approved **C/5**
- Contribution to the **MLA**'s/Priority Africa/Priority Gender Equality Expected **result**(s)
- Contribution to the **Intersectoral Platform's** Expected **result**(s)
- **Expected Result**, performance indicator and associated benchmark

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During the 33 C/5, to reprogramme an element the Responsible Officer had to first invalidate the activity to modify substantial or financial programming information. This modification was submitted to the validation of the Responsible Officer of the level above.

For the period 2008-2009, only the following information should go through the validation process during implementation:

- All information part of the approved Programme and Budget (C/5);

- Contribution to the MLA's/Priority Africa/Priority Gender Equality Expected result(s);

- Contribution to the Intersectoral Platform's Expected result(s);

- Expected Result, performance indicator and associated benchmark.

Reporting

- **Extraction** of data

- **Combination** of various criteria

- Different **types** of reports: on substance or on budget.

All information entered in SISTER during the programming and implementation periods can be extracted at any time for the production of reports. The criteria defined depend on what a person is looking for. You may search by combining several criteria at the same time. In other words, reports such as on a specific target group as "all elements impacting Indigenous peoples" or reports crossing different criteria as "all elements decentralized to a Field Office impacting Youth".

Reports on substantive or financial aspects can be produced:

- Financial programming/monitoring reports, including breakdown of allocations by Objects of expenditures/Commitment items reports (Total and Details).

- Qualitative programming/monitoring reports.

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Bureau of Strategic Planning
www.unesco.org/bsp

SISTER
www.unesco.org/bsp/eng/sister

Reforming United Nations
www.un.org/reform

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For additional information please refer to these websites.
To view the movie click on the icon.
Click on the Exit button (pictured by a cross "X") to return to the PowerPoint Presentation.