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Educational, Scientific and  
Cultural Organization

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## **FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS**

### **PART IV: MANAGEMENT ISSUES**

#### **INVEST FOR EFFICIENT DELIVERY**

##### **SUMMARY**

In response to 196 EX/Decision 15, the Director-General presents in document 197 EX/5 Part IV (D) her detailed and proposed prioritized investment plan for the “Invest for Efficient Delivery” special account.

This document provides further details to information contained in document 197 EX/5 Part IV (D), pertaining to: (A) the Learning and Development Plan; and (B) Knowledge Management and Information Technologies.

Action expected of the Executive Board: Proposed decision in paragraph 21.

## A. Learning and Development Plan

1. In order to increase the Organizational efficiency and effectiveness in delivering its goals, there is a need for an experienced, capable and flexible workforce equipped with the required skills and expertise. Below are some initiatives identified to address the most urgent learning needs of the Secretariat that will enable the Organization to do so.

### LIST OF TENTATIVE LEARNING INITIATIVES

Initiatives	Description	Timeline	Estimated Cost	Participants
Improve and sharpen resource mobilization skills	Provide learning opportunities for managers and programme specialists to enhance their resource mobilization skills. Tools such as writing project proposal; and communication with stakeholders, will also be developed and made available.	2016-2017	€90,000	100 learners field offices and Headquarters
Enhance professional competencies for programme delivery	Provision of focused learning for programme specialists to enhance their capacity to implement high-quality programmes and projects.	2016-2017	€410,000	800 learners field offices and Headquarters
Strengthen the management and accountability culture	Train all staff dealing with finance, human resources, procurement, etc., towards improved efficiency, productivity and accountability.	2016-2017	€400,000	400 learners field offices and Headquarters
Enhance Organizational effectiveness within the United Nations system	Field office staff to effectively work as partners alongside other United Nations agencies and participate in the common United Nations programming processes.	2016-2017	€300,000	150 learners field offices
Strengthen leadership skills	Provision of leadership training to strengthen entrepreneurship. Managers in the Organization will be provided with specific leadership training.	2016-2017	€100,00	50 learners field offices and Headquarters
Maximize use of internal tools for increased productivity	Develop expertise on the use of corporate applications through training. Training videos will also be produced as a complement to hands-on training and as reference for resolving issues and training of new staff.	2016-2017	€100,000	200 learners field offices and Headquarters
<b>TOTAL</b>			<b>€1,400,000</b>	

#### Improve and sharpen resource mobilization skills

2. In a context of scarce financial resources, competition for access to funding is becoming increasingly fierce. Donors are also making more demands in terms of professionalism, accountability and efficiency. Training which will be provided in resource mobilization and other

tools such as writing project proposals, communication with stakeholders and writing reports will be developed to support and assist in the implementation of the process.

### **Enhance professional competencies for programme delivery**

3. To ensure that staff members are able to deliver high-quality programmes, they have to be provided with the right competences required. This will include project management, gender mainstreaming, communication for results, managing conflicts, as well as general managerial programmes to enhance specific competencies. Such training will increase the capabilities of UNESCO to contribute to the post-2015 agenda and participate effectively in the United Nations Country Teams. In an effort to provide learning when it is required and when it will be most beneficial, and at the same time reaching a wider population of staff, e-learning will be further promoted and a library of e-learning modules will be made available.

### **Strengthen the management and accountability culture**

4. For effective programme delivery, administration and management training is very important. Managers need to demonstrate UNESCO's managerial competencies, programme specialists should plan and implement their activities according to the RBM principles and administrative officers (AOs) should ensure that the rules and procedures are followed. Training to be organized will include modules in RBM, RBB, budgeting procurement, contracting, travel, recruitment, among others. The modules will be developed into e-learning, thus making them available at all times to all staff.

### **Enhance Organizational effectiveness within the United Nations system**

5. The United Nations Country Teams play a vital role in implementing and monitoring United Nations projects and programmes at national level. It is very important for the different agencies to be working as ONE. The Directors/Heads of field offices will attend the UNCT Leadership Skills Course organized by the UNSSC. Other training will be organized on the United Nations programming tools and their practical application such as UNDAF.

### **Strengthen leadership skills**

6. The influence leaders and managers have on the performance of their team and ultimately the Organization cannot be understated. It is their leadership skills which will move the Organization forward and motivate their staff to be more productive and efficient. Due to recent retirements, UNESCO has renewed many of its leaders and managers, especially in field offices. Training has to be organized for them to reinforce their leadership competencies and strengthen the capability to work towards effective and efficient programme delivery.

### **Maximize use of internal tools for increased productivity**

7. Efficient implementation of projects and programmes does not only depend on knowledge and skills, but also on the effective use of the management tools put in place to facilitate the implementation and monitoring process. We will have to ensure that managers, AOs and programme specialists are well trained in the use of those tools. Through the development of videos and e-learning modules they will be able to update their knowledge when required.

## **B. Knowledge management and information technologies proposals**

8. At its 196th session, the Executive Board endorsed the Knowledge Management & Information and Communication Technology (KM & ICT) Strategy. It expressed its satisfaction with the progress made so far, including monetary and staff time savings, streamlining of business processes and modernization of working tools and techniques, and recognized the need for a considerable targeted investment to fully implement the KM & ICT strategy, in light of the

demonstrable benefits to be derived from such investments in terms of quality, timeliness and reliability of programme delivery.

9. Although, as requested by the Executive Board, all possible funding possibilities (regular budget, extrabudgetary contributions, Headquarters Utilization Fund, and private sector partnerships) are being explored for the implementation of the KM & ICT strategy, it is necessary to consider some important investments from the Invest for Efficient Delivery Fund.

10. These proposed investments which cannot be absorbed under the draft 38 C/5 ZNG+ implementation plan are presented in the table below and described in more detail, including the estimated timeline, costs, benefits and outputs. These are estimates which will require refinement before the projects start.

Initiatives	Short description	Approximate timeline	Estimated cost (in euros)
Redesign core systems	Redesign and (re)implement core UNESCO information systems to improve programme management and delivery	2016-2017	€3,120,000
Ensure business continuity and disaster recovery	Implement a secondary data centre site to allow UNESCO to recovery from disasters in an acceptable timeframe	2015-2016	€350,000
Implement system support for resource mobilization	Implement a Constituent Relationship Management (CRM) system to improve resource mobilization, including due diligence, contact and events management	2016-2017	€900,000
Strengthen knowledge sharing and collaboration in the field	Facilitate greater knowledge sharing between field offices, with Headquarters and external partners; promote use of Communities of Practices and new knowledge-sharing tools.	2016-2017	€500,000
Improve document and multimedia management	Improve sustainability of documentary/multimedia heritage and increase public access	2015-2016	€400,000

### **Redesign core system for enhanced programme management and delivery**

11. As indicated in document 196 EX/5 (IV) on “Knowledge management and information technologies for enhanced programme delivery”, UNESCO needs to review and redesign its core systems (FABS/STEPS (based on SAP) and SISTER) in order to address the evolving requirements of the Organization in the following areas:

- Programme monitoring and evaluation – improve the support to programme officers to plan, monitor and evaluate their projects and activities by reducing the administrative burden, facilitating reporting to Member States and donors, providing integrated dashboards for better follow up of tasks and risks and allowing more controlled decentralization of activities to the field offices following the agreed accountability framework;
- Analytical reporting – enhance the reporting capability of UNESCO to cater for a wide range of different reporting requirements such as (automated, online) reports and analytical dashboards for Member States and donors and enabling further compliance to

the International Aid Transparency Initiative (IATI) standards as to improve the overall transparency of the Organization;

- Fully integrate results-based budgeting practices into UNESCO's processes and systems;
- Automation and simplification of manual processes and further integration of the information systems will enable enhanced forecasting and monitoring of budget allocations and revisions and provide significant efficiency gains in administrative processing.

12. In order to define the solution direction, an implementation roadmap and a solid cost estimate, an assessment by a third party is required. The cost of this assessment is estimated at €120,000 based on an initial proposal by a third party following a joint workshop. In addition a capacity-building workshop is planned with SAP in September 2015 for the UNESCO core team that will provide key input to this assessment (paid by KMI). A rough estimate for the full project stands at €3 million. This estimate was provided by a vendor involved in several United Nations SAP projects based on the results of a joint workshop in an earlier phase. We are in close contact with other United Nations agencies (UNIDO, WFP, ITU) and OECD that have (re)implemented SAP to learn from their solutions.

13. The expected benefits from the redesign of the core systems include both qualitative improvements such as improved reporting and programme delivery and staff time savings due to simplification and automation of processes and integration of systems. The expected outputs are:

- Documentation of redesigned processes and data sets;
- Implementation of newest versions of SAP public sector solution and new modules (possibly integrating FABS and STEPS – to be reviewed);
- Revised version of SISTER for documents 39 C/5 and 40 C/5 with significant integration with SAP.

### **Disaster recovery site**

14. The Secretariat has elaborated a Business Continuity Plan (BCP) focused on IT risks to be extended at a later stage to include a plan for non-IT related aspects, such as personnel and facilities. The business impact analysis that was done as part of the BCP has informed the disaster recovery planning effort focused on IT related infrastructure recovery and continuity. The objective is to recover and protect the IT infrastructure of the Organization in the event of a natural, environmental, or man-made disaster. The conclusion of this exercise is that a secondary site is required in order to avoid unacceptable consequences associated with a break in the business continuity of critical systems (e.g. email, SAP). A preliminary study was conducted, which resulted in a required investment in equipment and the development of procedures that is estimated at €350,000 (€225,000 for new equipment and network improvements; €50,000 for consulting services on development of policies and procedures according to best practices, and €75,000 for improvements of the physical space). The intention is to use a server room in a UNESCO building distant from Fontenoy (IIEP or Miollis) to keep the cost to the Organization to a minimum. The investment should be seen as an insurance with the following benefits:

- Minimizing risk of delays when recovering from a disaster;
- Guaranteeing the reliability and assuring the availability of core information systems;
- Minimizing decision-making during a disaster;

- Reducing potential legal liabilities;
- Lowering unnecessarily stressful work environment.

15. The output will be a new Data Centre facility with required procedures that will be used to quickly recover the IT operations in case of a disruption.

### **Strengthen resource mobilization for enhanced programme delivery**

16. As confirmed by a recent IOS audit report on resource mobilization as well as by a UNESCO project team, the investment in a comprehensive constituency management system (CRM) tailored to the Organization's strategic objectives would provide significant benefits. Currently there are overlapping databases and contact information, the pipeline of donor agreements are not systematically followed up and there are no standard solutions available for programme sectors to manage their networks of experts, including the use of newsletters, events registration, email lists and follow-up after events. UNESCO has a complex network of stakeholders, with many stakeholders involved in several activities of the Organization. The network of stakeholders is one of UNESCO's core assets and should be managed actively and supported by a single online platform. UNESCO should move now before tools proliferate excessively and create so much duplication that, if unchecked, could result in higher costs for the Organization, while impeding progress. The experience of other United Nations organizations and their CRM providers, which represent the major CRM tools, should provide necessary guidance. Many organizations have cited significant benefits since moving to a CRM solution, including:

- Additional funding available for the programme through better access to donors and better relationships;
- Improved collaborative planning, forecasting and responsiveness;
- Improved information quality and management reporting;
- Enhanced long-term profitability (in the case of UNESCO, this could mean more resources and better programme delivery).

17. The initial cost estimate of €900,000 is based on feedback from other agencies and initial quotes from vendors. An open international competition was done in order to select the best solution and technology to meet UNESCO's requirements. The evaluation of the proposals is ongoing at this time. The output of this project is an implemented, centralized stakeholder information system including trained staff and documented processes and policies.

### **Improve document and multimedia management**

18. All UNESCO's official documents and publications are stored and disseminated online through a document repository and library catalogue called UNESDOC. The platform, developed in 1996, is largely custom-made, with a high dependency on a single developer. In parallel, a multimedia platform, also custom-made, was put in place, serving both internal users and the general public. Today, the long-term sustainability of both systems is at risk, while their functionalities and integration with other internal and external platforms remain limited. It is therefore urgent to replace them with one modern and integrated platform. The expected benefits include:

- Improved sustainability of the documentary and multimedia repository and reduced risk of failure or loss of documentary heritage;

- Improved governance and transparency;
- Increased public awareness of UNESCO and its activities thanks to additional capabilities to easily share UNESCO publications and materials through social media;
- Improved user experience for thousands of internal and external users, including researchers and policy-makers, with personalized places allowing commenting and bookmarking functionalities, which is likely to boost UNESCO's image.

19. The cost estimate of €500,000 is based on initial market research. The output of this project is an integrated, centralized document management system containing all UNESCO official documents and publications in different formats.

### **Improve knowledge management in the field**

20. In 2014, a one-year pilot project was carried out to strengthen Knowledge Management and Knowledge Sharing in Africa. The project has successfully mobilized the five regional offices (Abuja, Dakar, Harare, Nairobi, and Yaoundé) and the Liaison Office in Addis Ababa. It has managed to place knowledge sharing and collaboration on the agenda of these offices, as well as create new synergies with Headquarters, specifically in terms of records management, visibility, and induction and exit procedures. It was funded by Sweden and managed through the Dakar Office. The main deliverable of the project, an online toolkit entitled *CONNECT-U: your hub for sharing in UNESCO*, was launched in English and French in May 2015. Building on the experience and success of CONNECT-U in Africa, it is planned to roll out and scale up this online toolkit across the field offices through interactive workshops and training, with the objective of improving external and internal knowledge management and specifically facilitating greater knowledge sharing within and among UNESCO's field offices, as well as with Headquarters and external partners.

21. The cost estimate is based on the cost of the pilot for Africa (€100,000) multiplied by the four remaining regions, i.e. €400,000. The following benefits are expected, based on the experience gained during the pilot:

- Accelerated programme delivery;
- Innovation agenda pushed forward;
- Motivated and unified staff through the facilitation of dialogue within the offices, across the field and stronger linkages between the field and Headquarters through teamwork, collaboration and sharing among colleagues regardless of specialization;
- Extended use of collaborative tools among field colleagues;
- Global awareness of return of investment in knowledge sharing and collaboration;
- Clarification of information flows, work processes and reporting lines between the field and Headquarters.