



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and eighty-fourth session

184 EX/6 Part I

PARIS, 5 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART I

ANNUAL REPORT (2009) OF THE INTERNATIONAL CIVIL SERVICE COMMISSION

SUMMARY

Article 17 of ICSC's Statute provides that "[ICSC] shall submit an annual report to the General Assembly including information on the implementation of its decisions and recommendations. The report shall be transmitted to governing organs of the other organizations through their executive heads".

In 114 EX/Decision 8.5, the Executive Board approved a proposal by the Director-General to submit all future annual reports to the Executive Board at the spring session following publication of the report, a decision subsequently endorsed by the General Conference at its 22nd session in 1983.

ICSC's annual report for 2009 is submitted to the Executive Board for information. United Nations General Assembly resolution A/RES/64/231 will be published as an addendum.

The financial and administrative implications of the reported activities fall within the parameters of the current C/5 document (see para. 31).

1. **Thirty-fifth annual report of ICSC (2009).**¹ This report contains measures which affect the conditions of service of United Nations common system staff, including UNESCO's, as set out below. The General Assembly examined ICSC's annual report and recommendations during its 64th session and approved resolution A/Res/64/231 (184 EX/6 Add.) in December 2009.

¹ ICSC's current membership is set out in this report and may be obtained from the Secretariat on request.

Conditions of service applicable to Professional and General Service staff

(i) Mandatory age of separation

2. ICSC considered a paper prepared by the Human Resources Network of the United Nations System's Chief Executives Board for Coordination containing an overview and analysis of data and practices relating to the mandatory age of separation.

3. The current practice across the United Nations common system, as approved by the General Assembly in December 1989, sets the mandatory age of separation for staff appointed on or after 1 January 1990 at age 62, and at age 60 for staff in service prior to that date.

4. The HR Network paper reported that most other international and regional organizations had set the mandatory age of separation at age 65. This included the OECD, European Patent Office, CERN, IMF and the Bank for International Settlements. NATO had set the mandatory age at 67, the World Bank at age 62, while the African Development Bank and the European Centre for Medium-Range Weather Forecasts had adopted age 60.

5. The paper also noted the mandatory age of retirement for national civil servants in a random group of 10 Member States. The United States of America and Canada (from March 2010) had no formal mandatory age of retirement; Belgium, Germany and Japan had age 65; Singapore age 62; and Brazil, Kenya, the United Kingdom and Uganda had age 60.

6. These findings suggested that the practices in Member States and in comparable international organizations was shifting towards later mandatory ages of retirement compared to practice in the United Nations.

7. Following its review, the Network proposed that:

- (a) the age of separation for all current staff would be set at 62 by 1 January 2012;
- (b) staff currently eligible to retire at 60 would retain that right with full retirement benefits, or remain in service until the age of 62.

The Network was also proposing to review the possibility of an increase in the mandatory separation age to 65 for all staff once the Pension Fund had completed its actuarial study in 2010. It would also examine innovative and flexible modalities in applying the mandatory age of separation, such as phased or flexible retirement, part-time pre-retirement working, and other arrangements, and would report back to ICSC by the end of 2010.

8. The Commission recognized that such a change of policy on the mandatory age of separation would have an impact on:

- geographical distribution and gender balance;
- rejuvenation of the workforce;
- career development and succession planning;
- the actuarial situation of the Pension Fund;
- the financial situation of the organizations.

The Commission also noted that the Pension Fund was already conducting a review of the pension system, including plan design, mandatory age on retirement and actuarial matters. It was important that the Network's study be conducted in tandem with that review, which was scheduled to be completed in 2010.

9. The Commission therefore requested its Secretariat, in cooperation with the organizations and Pension Fund, to prepare a comprehensive report on the possibility of changing the statutory

age of separation, taking account of the various HR and pension implications, which it would consider at its spring 2011 session.

(ii) Review of separation payments

10. The Commission completed during 2009 its comprehensive review of separation payments, that is, termination indemnity, repatriation grant and death grant. A number of changes to the present arrangements were considered:

- (a) harmonization of termination indemnity schedules across organizations;
- (b) termination indemnity rates to be based on the unexpired portion of the contract;
- (c) introduction of an end-of-service grant for fixed-term contract holders;
- (d) harmonization of repatriation grant provisions across organizations; and
- (e) harmonization of death grant provisions across organizations.

Termination Indemnity

11. Some Commission members believed that the unexpired period of the contract should be used to calculate termination indemnities. These payments were to compensate staff for the loss of expectation of employment as set out in the contract. As staff had no expectation of renewal or conversion of fixed-term contracts, compensation for separation prior to expiry of contract should, logically, be limited to its unexpired portion. Furthermore, if payments were linked to years of satisfactory service, this might in itself create expectation of renewal of the contract.

12. Other Commission members believed that limiting compensation to the unexpired portion of the contract could result in the same payment to staff terminated after one year's service as to those terminated after 15 years' service. They did not consider that desirable. The Commission therefore proposed that termination indemnities should continue to be based on the unexpired portion of the contract for temporary staff and staff on fixed-term contracts with less than five years' service, and the total length of service for longer-serving staff on fixed-term contracts.

13. The Commission also decided that the organizations should harmonize termination indemnity schedules with those of the United Nations. As UNESCO's schedule is closely aligned with the United Nations, the Commission's decision will have little impact on UNESCO.

End-of-service-grant

14. The Commission considered a proposal to introduce an end-of-service grant for non-renewed fixed-term staff members. As a result of budgetary constraints and limitations on the award of permanent contracts, organizations were increasingly employing staff on fixed-term contracts. The end-of-service grant, comparable to unemployment benefit or severance pay in national civil services, would assist separating staff during their search for alternative employment.

15. The Commission supported an end-of-service separation payment for long-serving fixed-term staff whose contracts were not renewed, which would *inter alia*:

- (a) address an inequity whereby staff upon separation received no severance pay, unlike staff on terminated contracts, even though both categories faced similar difficulties in finding alternative employment;
- (b) allow organizations flexibility in establishing the appropriate mix of permanent and fixed-term appointments by making the latter more attractive, thus reducing the

pressure on the organizations to convert to more permanent continuing appointments to avoid potentially costly non-renewal-related litigation;

- (c) reflect outside employment practices, whereby unemployment benefits were available, including in the comparator civil service;
- (d) reflect the realities of the international civil service in which limitations could be imposed for budgetary reasons on the use of permanent appointments, not necessarily linked to the continuity of functions performed by the affected staff.

16. The Commission decided that end-of-service grants of between five and six months of base salary should be offered to longer-serving staff who separated from organizations involuntarily upon expiration of a fixed-term contract; and that separating staff would require at least 10 years of continuous service to be eligible for this new entitlement.

17. The General Assembly noted the recommendation of the Commission to introduce an end-of-service grant but decided to revert to this issue at its next session.

Other separation payments

18. The Commission agreed that the eligibility provisions for payment of the repatriation grant should be harmonized in line with United Nations practices, in particular that the grant should be limited to staff both working and residing outside the country of the recognized home or to those who did not hold permanent resident status in the country of the duty station at the time of separation. Furthermore, it decided that the death grant should only be granted to a spouse or dependent child, and not to the secondary dependants of the staff member.

19. UNESCO's practices relating to repatriation and death grants are already aligned with United Nations practice, and the Commission's decisions will have no impact on UNESCO.

Conditions of service of the Professional and higher categories

(i) Evolution of the United Nations/United States net remuneration margin

20. The General Assembly has often reaffirmed that the margin between the net remuneration of United Nations Professional and higher categories staff and comparable United States federal staff should be in the range of 110-120, with a desirable mid-point of 115, on the understanding that it be maintained at a level around this desirable mid-point over a period of time.

21. In accordance with its standing mandate, the Commission estimated that the margin in favour of United Nations staff was 113.8 in 2009. It also reported that the average level of the margin during the past five years had been 113.6.

(ii) Base/floor salary scale

22. Based on pay increases received by comparable United States federal staff in the period 2008-2009, the Commission recommended a 3.04% increase in the net base salary scale of United Nations Professional and higher categories, with effect from 1 January 2010. This would be introduced on a *no loss, no gain* basis; that is, the increases in the net salary scale would be offset by a reduction in post adjustment, leaving net salaries unchanged. However, these changes will increase the level of repatriation grants and termination indemnities. The revised net salary scale is in the **Annex**.

23. UNESCO introduced these measures for the staff members concerned in January 2010.

(iii) Gender balance: feasibility of an inter-agency roster of qualified women

24. The Commission considered a paper by its Secretariat exploring the feasibility of establishing an inter-agency roster of qualified women. The paper concluded that such a roster could be effective only if it held sufficient qualified candidates with speedy pre-screening procedures and appropriate longer-term funding.

25. The Commission considered that the administration of a roster would be time-consuming and resource-intensive and would not be very effective, given the past experience with the use of rosters. It decided not to proceed with this approach and, instead, encouraged organizations to promote and implement innovative approaches to attract, develop and retain the best talent (both men and women), including outreach initiatives, targeted recruitment, timely induction training programmes, policies for work and life balance, career development programmes and opportunities for management/leadership skills development.

26. UNESCO has already implemented a wide range of gender-sensitive policies and measures; and has made good progress towards achieving gender balance in the Professional and higher categories. The policies and measures will be reviewed in light of the Commission's decision.

Conditions of service of the General Service category

(i) Job evaluation standards

27. The Commission considered a proposal to introduce a new global job evaluation standard for General Service category staff to replace the eight existing standards. The system proposed was simple, flexible, responded to organizational needs, better reflected General Service work and would provide linkage to other Human Resources subsystems, including competency development and performance management. Supporting material, such as glossary, guidelines and benchmark post descriptions, would also be available.

28. The new master standard had been tested on over 600 jobs; and 200 jobs had been evaluated using the new grade level descriptors: an overall confirmation rate of 82% had been achieved compared to the present standards. Workshops had been held with classification specialists, who had expressed confidence in the capacity of the new standard to classify the full range of General Service jobs across organizations and career streams at Headquarters and field duty stations.

29. The Commission approved the new job evaluation system for General Service category staff, which would be promulgated during 2010 once the work on the new job description format, glossary, user guidelines and benchmark post descriptions was completed.

30. UNESCO has been closely involved in the development of the new job evaluation system and does not anticipate any problems with its implementation in the Secretariat.

Financial and administrative implications

31. The measure described in paragraph 19 was implemented in January 2010 using the STEPS payroll system; and the budget of document 35 C/5 already included provisions for its financial impact. The harmonization of termination indemnity schedules noted in paragraph 10 may have a small financial impact, but this will be covered within existing budget provisions, including Part IV. No other financial and administrative implications are anticipated.

ANNEX

Annual gross and net base salaries for the Professional category and above

Effective date: 1 January 2010

US dollars

	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
DDG	Gross	201 351														
	Net D	143 878														
	Net S	129 483														
ADG	Gross	183 022														
	Net D	131 964														
	Net S	119 499														
D-2	Gross	149 903	153 214	156 529	159 846	163 160	166 475									
	Net D	110 434	112 589	114 744	116 900	119 054	121 209									
	Net S	101 454	103 273	105 085	106 891	108 693	110 485									
D-1	Gross	137 021	139 804	142 581	145 365	148 149	150 972	153 885	156 794	159 703						
	Net D	101 674	103 567	105 455	107 348	109 241	111 132	113 025	114 916	116 807						
	Net S	93 979	95 623	97 264	98 900	100 534	102 164	103 787	105 410	107 028						
P-5	Gross	113 404	115 771	118 140	120 504	122 874	125 238	127 607	129 974	132 341	134 707	137 075	139 441	141 810		
	Net D	85 615	87 224	88 835	90 443	92 054	93 662	95 273	96 882	98 492	100 101	101 711	103 320	104 931		
	Net S	79 537	80 967	82 393	83 818	85 241	86 659	88 077	89 491	90 904	92 314	93 721	95 124	96 528		
P-4	Gross	92 907	95 064	97 221	99 378	101 626	103 909	106 196	108 478	110 763	113 044	115 331	117 612	119 897	122 182	124 468
	Net D	71 393	72 946	74 499	76 052	77 606	79 158	80 713	82 265	83 819	85 370	86 925	88 476	90 030	91 584	93 138
	Net S	66 482	67 897	69 311	70 720	72 130	73 539	74 946	76 351	77 754	79 157	80 558	81 958	83 357	84 755	86 151
P-3	Gross	75 972	77 968	79 967	81 961	83 960	85 956	87 951	89 951	91 947	93 943	95 943	97 936	99 936	102 044	104 157
	Net D	59 200	60 637	62 076	63 512	64 951	66 388	67 825	69 265	70 702	72 139	73 579	75 014	76 454	77 890	79 327
	Net S	55 259	56 581	57 906	59 227	60 551	61 871	63 192	64 517	65 837	67 159	68 477	69 796	71 112	72 431	73 749
P-2	Gross	61 919	63 707	65 492	67 279	69 065	70 850	72 638	74 419	76 208	77 996	79 779	81 568			
	Net D	49 082	50 369	51 654	52 941	54 227	55 512	56 799	58 082	59 370	60 657	61 941	63 229			
	Net S	46 037	47 205	48 368	49 534	50 698	51 864	53 049	54 230	55 417	56 600	57 781	58 967			
P-1	Gross	47 968	49 496	51 146	52 867	54 579	56 296	58 014	59 732	61 444	63 161					
	Net D	38 854	40 092	41 325	42 564	43 797	45 033	46 270	47 507	48 740	49 976					
	Net S	36 651	37 790	38 927	40 068	41 207	42 344	43 484	44 609	45 728	46 848					



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part I Add.

PARIS, 31 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART I

**ANNUAL REPORT (2009)
OF THE INTERNATIONAL CIVIL SERVICE COMMISSION (ICSC)**

ADDENDUM

SUMMARY

This Addendum sets out the text of General Assembly resolution A/Res/64/231, relating to ICSC's annual report for 2009.



General Assembly

Distr.: General
18 December 2009

Original: English

Sixty-fourth session

Agenda item 139

United Nations common system

Report of the Fifth Committee

Rapporteur: Ms. Yuliana Zhivkova **Georgieva** (Bulgaria)

I. Introduction

1. At its 2nd plenary meeting, on 18 September 2009, the General Assembly, on the recommendation of the General Committee, decided to include in the agenda of its sixty-fourth session the item entitled “United Nations common system” and to allocate it to the Fifth Committee.
2. The Fifth Committee considered the item at its 7th and 21st meetings, on 20 October and 18 December 2009. Statements and observations made in the course of the Committee’s consideration of the item are reflected in the relevant summary records (A/C.5/64/SR.7 and 21).
3. For its consideration of the item, the Committee had before it the following documents:
 - (a) Report of the International Civil Service Commission for 2009;¹
 - (b) Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the General Assembly concerning the administrative and financial implications of the decisions and recommendations contained in the report of the International Civil Service Commission for 2009 (A/64/358);
 - (c) Report of the Advisory Committee on Administrative and Budgetary Questions on the administrative and financial implications of the decisions and recommendations contained in the report of the International Civil Service Commission for 2009 (A/64/7/Add.2).

¹ *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 30 and corrigendum (A/64/30 and Corr.2).*



II. Consideration of draft resolution A/C.5/64/L.12

4. At its 21st meeting, on 18 December, the Committee had before it a draft resolution entitled “United Nations common system: report of the International Civil Service Commission for 2009” (A/C.5/64/L.12), submitted by the Chairperson of the Committee on the basis of informal consultations coordinated by the representative of Argentina.

5. Before the consideration of the draft resolution, the representative of the Russian Federation made a statement (see A/C.5/64/SR.21).

6. At the same meeting, the Committee adopted draft resolution A/C.5/64/L.12 without a vote (see para. 8).

7. The recommendation of the Fifth Committee on the statement submitted by the Secretary-General on the administrative and financial implications of the decisions and recommendations contained in the report of the International Civil Service Commission for 2009 (A/64/358) and the related report of the Advisory Committee on Administrative and Budgetary Questions (A/64/7/Add.2) will be contained in the report of the Fifth Committee on agenda item 132, Proposed programme budget for the biennium 2010-2011.

III. Recommendation of the Fifth Committee

8. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

United Nations common system: report of the International Civil Service Commission for 2009

The General Assembly,

Recalling its resolutions 44/198 of 21 December 1989, 51/216 of 18 December 1996, 52/216 of 22 December 1997, 53/209 of 18 December 1998, 55/223 of 23 December 2000, 56/244 of 24 December 2001, 57/285 of 20 December 2002, 58/251 of 23 December 2003, 59/268 of 23 December 2004, 60/248 of 23 December 2005, 61/239 of 22 December 2006, 62/227 of 22 December 2007 and 63/251 of 24 December 2008,

Having considered the report of the International Civil Service Commission for 2009,¹

Reaffirming its commitment to a single, unified United Nations common system as the cornerstone for the regulation and coordination of the conditions of service of the United Nations common system,

Reaffirming the statute of the Commission² and the central role of the Commission and the General Assembly in the regulation and coordination of the conditions of service of the United Nations common system,

1. *Takes note with appreciation* of the work of the International Civil Service Commission;

2. *Takes note* of the report of the Commission for 2009;¹

A. Conditions of service of staff in the Professional and higher categories

1. Evolution of the margin

Recalling section I.B of its resolution 51/216 and the standing mandate from the General Assembly, in which the Commission is requested to continue its review of the relationship between the net remuneration of the United Nations staff in the Professional and higher categories in New York and that of the comparator civil service (the United States federal civil service) employees in comparable positions in Washington, D.C. (referred to as “the margin”),

1. *Notes* that the margin between net remuneration of the United Nations staff in grades P-1 to D-2 in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2009 is estimated at 113.8 and that the average margin level for the past five years (2005-2009) stands at 113.6;

¹ *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 30 and corrigendum (A/64/30 and Corr.2).*

² Resolution 3357 (XXIX), annex.

2. *Reaffirms* that the range of 110 to 120 for the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the comparator civil service should continue to apply, on the understanding that the margin would be maintained at a level around the desirable midpoint of 115 over a period of time;

2. Base/floor salary scale

Recalling its resolution 44/198, by which it established a floor net salary level for staff in the Professional and higher categories by reference to the corresponding base net salary levels of officials in comparable positions serving at the base city of the comparator civil service (the United States federal civil service),

Approves, with effect from 1 January 2010, as recommended by the Commission in paragraph 66 of its report,¹ the revised base/floor scale of gross and net salaries for staff in the Professional and higher categories contained in annex IV to the report;

3. Gender balance and geographical distribution

1. *Notes with disappointment* the insufficient progress made with regard to the representation of women in the organizations of the United Nations common system, and in particular their significant underrepresentation at senior levels;

2. *Notes* the decisions of the Commission contained in paragraph 88 of its report;¹

3. *Invites* the Commission to continue to monitor future progress in achieving gender balance, including the aspect of regional representation if it deems it appropriate, and to make recommendations on practical steps that should be taken to improve the representation of women in the organizations of the United Nations common system;

4. *Welcomes* the decision of the Commission to encourage the organizations of the common system to promote and implement innovative approaches, such as outreach initiatives, to attract, develop and retain the most talented men and women;

5. *Requests* the Commission to review measures taken by organizations participating in the common system concerning the implementation of paragraph 3 of Article 101 of the Charter of the United Nations and to report its findings, as appropriate;

6. *Encourages* the Commission to consider further issues relating to the retention of female staff;

B. Conditions of service applicable to both categories of staff

1. Separation payments

1. *Takes note* of the recommendation of the Commission to introduce end-of-service severance pay in common system organizations for fixed-term staff involuntarily separating from the organization upon the expiration of their contract after ten or more years of continuous service;

2. *Decides* to revert to the question of the proposed end-of-service severance pay at its sixty-fifth session;

3. *Takes note* of the recommendation of the Commission for governing bodies of the United Nations common system organizations to harmonize their termination indemnity schedule with that of the United Nations, and requests the Commission to review the application of the termination indemnity and to report thereon to the General Assembly at its sixty-fifth session;

4. *Reaffirms* that the repatriation grant should not be payable to staff living in their home country and working abroad or to staff with permanent resident status at the last duty station, and reiterates its call to the governing bodies of the common system organizations to align their provisions regarding repatriation grant eligibility with those applicable in the United Nations;

5. *Reiterates* that the death grant should not be payable to secondary dependants, and reiterates its call to the governing bodies of the common system organizations to align their provisions regarding the death grant with those applicable in the United Nations;

2. Mandatory age of separation

1. *Notes* paragraphs 17 and 20 of the report of the Commission,¹ and requests the Commission to report to the General Assembly at its sixty-sixth session on the results of the comprehensive analysis of the possibility of changing the mandatory age of separation, including the implications in the areas of human resources policies and pensions;

2. *Requests* the Commission to report to the General Assembly at its sixty-sixth session with advice and recommendations on succession planning within the organizations of the United Nations common system;

C. Other matters

1. Senior Management Network

1. *Notes* the decision of the United Nations System Chief Executives Board for Coordination to discontinue work on the Senior Management Network;

2. *Requests* the Commission to monitor the adequacy and effectiveness of measures aimed at improving management capacity and performance within the United Nations common system and to report to the General Assembly on these matters, as appropriate;

2. General Service salary survey methodologies

Requests the Commission, when reviewing the General Service salary survey methodologies under the Fleming principle, in accordance with the programme of work of the Commission for 2010-2011,³ to give higher consideration to the local national civil service among the retained employers, taking into account that the United Nations is a civil service organization.

³ *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 30 and corrigendum (A/64/30 and Corr.2), annex I.*



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part I Add.2

PARIS, 1 April 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART I

**ANNUAL REPORT (2009)
OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)**

ADDENDUM 2

SUMMARY

In conformity with item 2805.7 of the UNESCO Administrative Manual, the International Staff Association of UNESCO (ISAU) submits its observations on the report of the International Civil Service Commission (ICSC).

**VIEWS OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU) ON
THE REPORT BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS –
PART I: ANNUAL REPORT (2009) OF THE INTERNATIONAL CIVIL SERVICE
COMMISSION (184 EX/6 PART I)**

Mandatory age of separation

The Coordinating Committee for International Staff Associations and Unions of the United Nations System (CCISUA), a federation which brings together all United Nations system staff, and of which ISAU is a founding member, has already supported the proposal to extend the mandatory age of separation to 62 for all staff without prejudice to the acquired right of staff who are eligible to retire at 60.

Our federation has always asserted that extending the retirement age should not be a substitute for effective succession planning, which is generally lacking in the organizations, UNESCO in particular. The Executive of ISAU reaffirmed this in its information bulletins of 21 October 2009 and 15 February 2010.

Along with CCISUA, we are firmly convinced that the decision to retire or to continue service should not be left to the discretionary authority of the executive head, and should rest solely with the staff member concerned.

We are also favourable to a review on increasing the mandatory age of separation to 65 for all staff, once the actuarial study has been completed by the United Nations Joint Staff Pension Fund in 2010 and a decision been taken by the United Nations Joint Staff Pension Board on the retirement age.

In this connection, any announcements and rumours circulating in the Secretariat about these proposals for reform related to the retirement age are to be deplored, and are likely to mislead staff members. These matters are **still only at the review stage and no final decision has been taken thereon either by the International Civil Service Commission (ICSC) or by the United Nations General Assembly.**

Indeed, in resolution 63/250, the United Nations General Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions (ARABQ) that the Secretary-General and ICSC explore the possibility of changing the mandatory age of separation, taking into account such issues as the rejuvenation of the Secretariat, vacancy rates and the actuarial implications of that course of action for the Pension Fund.

This request of the United Nations General Assembly was for a much wider study integrating various human resources policy and pension aspects, *inter alia*, geographical distribution, gender balance, rejuvenation of the workforce, career development and succession planning, the actuarial situation of the Pension Fund, and the financial situation of the organizations.

Similarly, the United Nations Joint Staff Pension Board has launched a review of the pension system, including the pension system's structure, the mandatory retirement age and actuarial matters. It is therefore vital that the proposed study be conducted in tandem with that review, which was scheduled for completion in 2010.

Without wishing to second-guess the outcome of the forthcoming discussions, and aware of the need to increase the mandatory age of separation, given the social and demographic changes which have occurred since the subject was last reviewed in the late 1980s, ISAU is in favour of harmonizing the mandatory age of separation for all staff. We also believe that

the extension of service of eligible staff should depend on the wishes of the staff member, rather than on the discretion of the executive head.

It is therefore with great interest that we await the United Nations General Assembly's decision, following the review of the comprehensive report that ICSC decided to compile on the possibility of changing the mandatory age of separation, taking account of the various implications that such a change would have on the aforementioned aspects concerning human resources and pension aspects.

For the Executive
Sidiki COULIBALY
President of ISAU



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part II

PARIS, 5 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART II

**RECENT DECISIONS AND ACTIVITIES OF THE ORGANIZATIONS
OF THE UNITED NATIONS SYSTEM OF RELEVANCE TO THE WORK OF UNESCO**

SUMMARY

In accordance with paragraph 3 of 103 EX/Decision 6.1-6.2 and 124 EX/Decision 6.1, the Director-General informs the Executive Board of decisions and activities of the organizations of the United Nations system of interest to UNESCO that have been adopted or have taken place since the 181st session of the Board.

No financial or administrative implications.

I. 64th SESSION OF THE GENERAL ASSEMBLY

A. Overview

1. UNESCO participated in the sixty-fourth session of the General Assembly held in New York from 15 September to 23 December 2009, under the Presidency of Mr. Ali Abdussalam Treki of Libya.

2. A reaffirmed commitment to the principles of multilateralism and cooperation marked this session. Such principles were deemed necessary to address in an effective and sustainable manner the financial, food and climate crises, as well as health epidemics and conflict situations around the world. The importance of dialogue and debate in tackling issues of global concern was another reoccurring theme. In addition, consensus and multilateralism were highlighted as particularly important for overcoming obstacles to attaining the Millennium Development Goals and for reducing inequality and insecurity. The session also observed the fifteenth anniversary of the International Conference on Population and Development.

3. Ahead of the Assembly's general debate, the Secretary-General convened, on 22 September 2009, a one-day Summit on Climate Change. The Summit drew world leaders from over 100 countries and featured eight interactive round table discussions that focused on finding solutions to the climate conundrum, namely how to quickly, equitably and inexpensively transform carbon-based economies to favour sustainable, low-emission growth. As a result of the Summit, the Secretary-General was to convene a high-level panel that would aim to merge the climate change agenda with development strategies.

4. The annual joint debate on Africa centred on the need for assistance to help countries recover from the negative impact of the economic crisis. To this end, increased investment and technology transfers were considered necessary to advance development. The New Partnership for Africa's Development (NEPAD) has focused on these objectives and on creating environmentally friendly development.

5. The General Assembly adopted a consensus resolution, by which it decided to convene in New York a high-level plenary meeting on accelerating progress towards achieving the Millennium Development Goals by 2015, from 20 to 22 September 2010. The meeting is to take into account progress made vis-à-vis internationally agreed development goals, through a review of best practices, lessons learned, challenges and opportunities. The objective will be to develop a clear, concrete, global action plan agreed by all Member States. UNESCO is invited to contribute to one of the round tables on education and health.

6. UNESCO submitted the following two reports and also contributed to other reports by the Secretary-General to the General Assembly:

- Report by the Director-General of UNESCO on "Return or restitution of cultural property to the countries of origin".
- Report by the Director-General of UNESCO on "International Decade for a Culture of Peace and Non-Violence for the Children of the World, 2001-2010".

B. Resolutions of relevance to the work of UNESCO adopted by the General Assembly¹

7. During the 64th session, the General Assembly adopted 226 resolutions, 14 of which make reference to UNESCO's programmes and/or assign specific action(s) to the Organization:

- "Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace" (RES/64/81) – The Assembly takes note of the work of UNESCO on interreligious

¹ The texts of these resolutions can be provided to the Members of the Board upon request.

dialogue and its efforts to promote dialogue among civilizations, cultures and peoples, as well as activities related to a culture of peace, and welcomes its focus on concrete action at the global, regional and subregional levels. It also encourages UNESCO, as the lead agency for the International Year for the Rapprochement of Cultures to promote the action plan for the celebration of the Year (adopted by the General Conference), and requests the Secretary-General, in coordination with UNESCO, to further solicit views of Member States on the possibility of proclaiming a United Nations decade for interreligious and intercultural dialogue and cooperation for peace.

- “International Decade for a Culture of Peace and Non-Violence for the Children of the World, 2001-2010” (RES/64/80) – By this resolution, the Assembly requests UNESCO to strengthen further the activities for promoting a culture of peace, including the dissemination of the Declaration and Programme of Action on a Culture of Peace and related materials in various languages across the world.
- “Combating defamation of religions” (RES/64/156) – The Assembly takes note with appreciation of the programmes led by UNESCO with regard to the promotion of a culture of peace and dialogue. It also calls upon the High Commissioner for Human Rights to pursue her efforts to promote and include human rights aspects in educational programmes, with particular focus on collaboration with the Office of the United Nations High Representative for the Alliance of Civilizations, UNESCO and the relevant unit within the United Nations Secretariat.
- “Elimination of all forms of intolerance and of discrimination based on religious belief” (RES/64/164) – The Assembly “stresses the importance of a continued and strengthened dialogue in all its forms, including among and within religions or beliefs, and with broader participation, including of women, to promote greater tolerance, respect and mutual understanding, and welcomes different initiatives in this regard, including the Alliance of Civilizations and the programmes led by UNESCO”.
- “Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade” (RES/64/15) – The Assembly “encourages UNESCO to launch an international design competition for the permanent memorial (...) in view of the considerable experience of the Organization with the Slave Route Project, international competitions and its worldwide presence through its network of field offices and National Commissions”. It also invites UNESCO to assist in defining guidelines for the selection process and in identifying qualified candidates from its pool of international specialists to serve on the international jury.
- “Human rights and cultural diversity” (RES/64/174) – The Assembly invites UNESCO to support initiatives aimed at promoting intercultural dialogue on human rights and requests the Secretary-General to submit to it a report on human rights and cultural diversity, taking into account the views of Member States, relevant United Nations agencies and NGOs at its 66th session.
- “Return or restitution of cultural property to the countries of origin” (RES/64/78) – The Assembly commends UNESCO on the work it has accomplished and welcomes the most recent effort made by the Organization for the protection of the cultural heritage of countries in conflict. Member states are invited, in cooperation with UNESCO, to continue to draw up systematic inventories of their cultural properties, as well as to work towards the creation of a database of their national and cultural legislation, in particular in electronic format.
- “Rights of the child” (RES/64/146) – The Assembly “takes note with appreciation of the UNESCO *Education for All Global Monitoring Report* of 2009, which emphasizes the need to increase the quality of education as a way to attract and keep children in school as a tool in the prevention and elimination of child labour”.
- “The girl child” (RES/64/145) – The General Assembly *urges* all governments and the United Nations system to strengthen efforts (...) in order to achieve the goals of the World

Education Forum, in particular that of eliminating gender disparities in primary and secondary education and *calls for* the implementation of the Education for All goals and the MDGs. It also *calls upon* States and the international community to develop policies and programmes giving priority to formal and informal education programmes that support girls and enable them to acquire knowledge, develop self-esteem and take responsibility for their own lives. The Secretary-General is requested “to ensure that all organizations and bodies of the United Nations system, in particular UNICEF, UNESCO, (...) take into account the rights and the particular needs of the girl child in country programmes of cooperation in accordance with national priorities, including through the UNDAF”. Finally, the Assembly *urges* all States and the international community to increase resources at all levels, particularly in the education and health sectors, to enable young people, especially girls, to gain the knowledge, attitudes and skills that they need to prevent HIV infection and early pregnancy.

- “Improvement of the situation of women in rural areas” (RES/64/140) – The General Assembly “recognizes the work of relevant United Nations agencies, funds and programmes, especially UNESCO, in promoting education for all, giving particular attention to girls and women in rural areas”. It urges Member States to invest in and strengthen efforts to meet the basic needs of rural women through the provision of education and literacy programmes and to support a gender-sensitive education system that considers specific needs of rural women in order to eliminate gender stereotypes and discriminatory tendencies affecting them.
- “Eradication of poverty and other development issues: implementation of the Second United Nations Decade for the Eradication of Poverty (2008-2017)” (RES/64/216) – By this resolution, the General Assembly welcomes UNESCO’s initiatives “to promote education as a major tool of decision-making on major international policy issues with regard to sustainable development”.
- “Information and communication technologies for development” (RES/64/187) – The General Assembly notes that “the promotion, affirmation and preservation of diverse cultural identities and languages as reflected in relevant agreed United Nations documents, including the Universal Declaration on Cultural Diversity of UNESCO, will further enrich the information society”. It *encourages* the United Nations funds and programmes and the specialized agencies, within their respective mandates, to contribute to the implementation of the outcome of the World Summit on the Information Society (WSIS), and *emphasizes* the need for resources in this regard. It also *notes* the organization of the WSIS Forum 2009 by the ITU, UNCTAD, UNDP and UNESCO and *invites* the organizers to fully engage governments, international organizations, civil society and the private sector in the preparation of the WSIS Forum 2010 (10-14 May 2010).
- “Questions relating to information” (RES/64/96A-B) – The Assembly requests that full support be provided to the UNESCO International Programme for the Development of Communication (IPDC) which should support both public and private media and encourage continued collaboration between the United Nations Department of Public Information and UNESCO in the promotion of culture and in the fields of education and communication, bridging the existing gap between the developed and the developing countries.
- “Oceans and the law of the sea” (RES/64/71) – which highlights the role of programmes and activities of the UNESCO Intergovernmental Oceanographic Commission (IOC) and its secretariat and takes note with appreciation of the progress made by IOC and Member States towards the establishment of regional and national tsunami warning and mitigation systems.

8. In addition, the General Assembly adopted several other resolutions of relevance to the work of the Organization:²

(a) Sustainable development and disaster reduction issues:

- Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (RES/64/236)
- Follow-up to and Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (RES/64/199)
- Convention on Biological Diversity (RES/64/203)
- International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (RES/64/ 251)
- International Strategy for Disaster Reduction (RES/64/200)
- Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Life”, 2005-2015 (RES/64/198)

(b) Poverty eradication and other development issues:

- Legal empowerment of the poor and eradication of poverty (RES/64/215)
- Agriculture development and food security (RES/64/224)
- Human resources development (RES/64/218)

(c) Social development:

- The right to development (RES/64/172)
- Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (RES/64/135)
- Realizing the MDGs for persons with disabilities through the implementation of the World Programme of Action concerning Disabled Persons and the Convention on the Rights of Persons with Disabilities (RES/64/131)
- Protection of and assistance to internally displaced persons (RES/64/162)

(d) Human rights issues:

- Enhancement of international cooperation in the field of human rights (RES/64/171)
- Globalization and its impact on the full enjoyment of all human rights (RES/64/160)
- Follow-up to the International Year of Human Rights Learning (RES/64/82)
- Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (RES/64/148)
- Protection of migrants (RES/64/166)

² The list is provided for information and is not exhaustive.

- (e) Gender issues:
- Women in development (RES/64/217)
 - Convention on the Elimination of All Forms of Discrimination against Women (RES/64/138)
 - Intensification of efforts to eliminate all forms of violence against women (RES/64/137)
 - Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (RES/64/141)
- (f) Humanitarian affairs:
- Strengthening of the coordination of emergency humanitarian assistance of the United Nations (RES/64/76)
 - Humanitarian assistance, emergency relief and rehabilitation for Haiti in response to the devastating effects of the earthquake in that country (RES/64/250)
- (g) South-South Cooperation
- Nairobi outcome document of the High-Level United Nations Conference on South-South Cooperation (RES/64/222)
 - South-South cooperation (RES/64/221)
- (h) Human resources and security issues:
- Safety and security of humanitarian personnel and protection of United Nations personnel (RES/64/77)
 - United Nations common system: report of the International Civil Service Commission (RES/64/231)
 - Administration of justice at the United Nations (RES/64/119)
- (i) Other issues:
- Operational activities for development (RES/64/220)
 - Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development) (RES/64/193)
 - Fourth United Nations Conference on the Least Developed Countries (RES/64/213)
 - International cooperation in the peaceful uses of outer space (RES/64/86)
 - Science and technology for development (RES/64/212)
 - Development cooperation with middle-income countries (RES/64/208)³
- (j) In addition, the United Nations General Assembly is holding during the course of its 64th session informal consultations on system-wide coherence under the co-

3

On the topic of development cooperation with middle-income countries, and in particular on the United Nations system's and UNESCO's action in this regard, additional background material is available on http://portal.unesco.org/en/ev.php-URL_ID=44960&URL_DO=DO_TOPIC&URL_SECTION=201.html, following an event on "The special situation of middle-income countries in the context of a reforming United Nations system", organized by UNESCO in December 2009 in Montevideo, Uruguay.

chairmanship of Ms Tiina Intelmann, Permanent Representative of Estonia, and Mr Ghazi Jomaa, Permanent Representative of Tunisia. This will be a continuation of the consultative process on system-wide coherence held during the 63rd session, which had resulted in the adoption by the United Nations General Assembly of resolution A/RES/63/311 on system-wide coherence.

C. International Days, Years and Decades proclaimed for 2010

9. The observance of three new International Days and two new International Years has been decided by the General Assembly:

- 18 July as Nelson Mandela International Day (RES/64/13)
- 29 August as International Day against Nuclear Tests (RES/64/35)
- 13 October as International Day for Disaster Reduction (RES/64/200)
- 2010 as International Year of Youth: Dialogue and Mutual Understanding, commencing on 12 August 2010 (RES/64/134)
- 2011 as International Year for People of African Descent (RES/64/169)

II. SUBSTANTIVE SESSION OF THE ECONOMIC AND SOCIAL COUNCIL (ECOSOC)

10. The 2009 substantive session of ECOSOC took place in Geneva from 6 to 31 July 2009, chaired by Ambassador Sylvie Lucas (Luxemburg).

11. The session was organized in five segments: (i) the high-level segment, focused this year on *current global and national trends and their impact on social development, including health*, and which included the Annual Ministerial Review, whose discussion on *implementing the internationally agreed goals and commitments in regard to global public health* concluded by a Ministerial Declaration adopted by consensus (document E/2009/L.12); (ii) the coordination segment, focused on the follow-up to the 2008 Ministerial Declaration on *implementing the internationally agreed goals and commitments in regard to sustainable development*; (iii) the operational activities segment; (iv) the humanitarian affairs segment whose theme was “*Strengthening of the coordination of humanitarian assistance: Present challenges and their impact on the future*”; and (v) the general segment.

12. UNESCO was represented at the session and participated in its preparation, contributing to several Secretary-General's reports and taking part in the debates. A detailed report on the proceedings of the session was provided to Member States on 8 October 2009.

13. The following resolutions of particular relevance to the work of UNESCO were adopted by the Council:

- “Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system” (Res. 2009/1) – The United Nations Development Group is requested: (a) to develop indicators to assess the sustainability of capacity-building activities of the United Nations system; (b) to further develop approaches and tools for measuring and reporting on the costs and benefits of coordination. The United Nations system organizations are requested: (a) to continue to work towards simplification and harmonization under the guidance of their executive boards and guiding bodies; (b) to ensure that adequate information is included in the existing reporting on simplification and harmonisation to their respective governing bodies so as to enable these bodies to take decisions on policy changes in a timely manner.
- “Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society” (RES/2009/7) – The Council

commends UNESCO for the work on the World Digital Library (inaugurated in April 2009) and encourages all relevant United Nations agencies to support the development and implementation of national e-Strategies in developing countries and LDCs, especially South-South cooperation, and North-South partnerships for determining best practices and sharing experiences and resources.

- “Science and technology for development” (RES/2009/8) – UNCTAD is encouraged to improve the existing collaboration on science and technology for development within the United Nations system, particularly with UNESCO.
- “Recovering from the crisis: a Global Jobs Pact” (RES/2009/5) – The United Nations specialized agencies are requested to take into account the Global Jobs Pact in their policies and programmes.
- “Joint United Nations Programme on HIV/AIDS (UNAIDS)” (RES/2009/6) – The Council encourages the strengthening of the United Nations response to AIDS at the country level, the UNAIDS technical support division of labour, and the concept of a joint United Nations team and programme on AIDS, with the aim of harmonizing technical support, strengthening programmatic coherence and improving the collective accountability of the United Nations system at the country level.
- “Mainstreaming a gender perspective into all policies and programmes in the United Nations system” (RES/2009/12) – Taking into consideration the theme for the 2010 AMR of ECOSOC “Implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women”, the Secretary-General is requested to submit a report on progress made by United Nations entities in mainstreaming a gender perspective in the design, implementation, monitoring and evaluation of all policies and programmes.
- “Social dimensions of the New Partnership for Africa’s Development” (RES/2009/20) – The United Nations system is requested to provide assistance to the African Union and the secretariat of the New Partnership for Africa’s Development and to African countries in developing projects and programmes within the scope of the priorities of the New Partnership.
- “The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008” (RES/2009/28) – The member organizations of the United Nations System Chief Executives Board for Coordination are requested: (a) to further mainstream the sustainable development agenda and to promote coherence among their policies and programmes; (b) to further strengthen a coherent system-wide approach to addressing the adverse impacts of climate change; and (c) to continue integrating social justice concerns in their programmes conducted to support national sustainable development strategies.
- “Implementation of the Programme of Action for the LDCs for the Decade 2001-2010” (RES/2009/31) – The United Nations system is requested to increase its assistance to the LDCs in respect of translating goals and targets of the Programme of Action into concrete actions. The Secretary-General is requested to ensure the full mobilization and coordination of the United Nations system to facilitate coordinated implementation and coherence in the follow-up to and monitoring and review of the Programme of Action, including through such coordination mechanisms as the United Nations System Chief Executives Board for Coordination.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and eighty-fourth session

184 EX/6 Part III

PARIS, 5 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART III

REPORTS BY THE JOINT INSPECTION UNIT (JIU) OF INTEREST TO UNESCO AND THE STATUS OF IMPLEMENTATION OF APPROVED/ACCEPTED RECOMMENDATIONS OF JOINT INSPECTION UNIT REPORTS

SUMMARY

In accordance with Article 11 of the Statutes of the Joint Inspection Unit (JIU), the Director-General transmits the relevant JIU reports to the Executive Board. These reports are available on the web at www.unjiu.org.

The Director-General was also invited by the Executive Board (129 EX/Decision 3.3.1 and 169 EX/Decision 7.2) to submit a status report on the implementation of JIU recommendations from previous reports. This is summarized in the Annex to this document and the details can be found at www.unesco.org/ios. This document does not have additional implications of a financial or administrative nature.

1. The Joint Inspection Unit issued six new reports of relevance to UNESCO, which are summarized below. Each report contains recommendations addressed to the governing bodies as well as to the executive heads of United Nations system organizations. Recommendations applicable to UNESCO are being addressed. Action plans to implement these recommendations can be found at www.unesco.org/ios.

Management review of environmental governance within the United Nations system (JIU/REP/2008/3)

2. The objective of the review is to strengthen the governance of, and programmatic and administrative support for, Multilateral Environmental Agreements (MEAs) by United Nations organizations. It identifies measures to promote enhanced coordination, coherence and synergies between MEAs and the United Nations system, thus increasing the United Nations system's

contribution towards a more integrated approach to international environmental governance and management at national, regional and international levels.

National execution of technical cooperation projects (JIU/REP/2008/4)

3. The report reviews the evolution of national execution (NEX) of technical cooperation projects, and identifies lessons learned and best practices, and related issues.

4. The General Assembly in its resolution 47/199 reiterated that NEX should be the norm for programmes and projects supported by the United Nations system to achieve (a) greater national self-reliance, (b) enhanced sustainability, and (c) reduction of workload and integration with national programmes. The review identified various issues as stumbling blocks in the implementation of NEX projects and programmes.

Review of information and communication technology (ICT) hosting services in United Nations system organizations (JIU/REP/2008/5)

5. The objective of the report is to provide the governing bodies and executive heads of United Nations system organizations with a comparative study of the main ICT hosting services. Advances in information and communication technology (ICT) allow organizations to obtain their ICT services from a wide range of sources. To use an outside entity to operate a specific IT component is known as "ICT hosting". The report also aims to identify best practice used by United Nations system organizations to reduce costs and enhance efficiency and effectiveness of the organizations' ICT infrastructure and operations.

Review of management of Internet websites in the United Nations system organizations (JIU/REP/2008/6)

6. The review provides the governing bodies and executive heads of the United Nations system organizations with an assessment on the effectiveness and efficiency of the use of Internet websites as a communication tool for information dissemination. It stresses the importance of related issues such as content management systems (CMS), accessibilities and multilingualism. The report also discusses the challenges faced by these organizations in managing their websites.

Towards more coherent United Nations system support to Africa (JIU/REP/2009/5)

7. The objective of the review is to evaluate effectiveness and efficiency of the existing system-wide framework, drawing on and sharing lessons learned, as well as identifying best coordination practices and methods of collaboration in the United Nations system support to Africa. Given the large number of organizations involved in this and the large number of mandates and programmes, the review tries to identify ways to increase coherence for eliminating overlaps and duplication of work.

Offshoring in United Nations system organizations (JIU/REP/2009/6)

8. The review aims to provide an assessment of offshoring policies, practices and experiences in the United Nations system and to identify the best practices and lessons learned. Offshoring describes the relocation of business processes from one country to another.

9. The report focuses on the experiences of other United Nations agencies and the lessons learned. It proposes recommendations that could be used as benchmarks for implementation by United Nations system organizations when they consider offshoring.

10. The recommendations directed to governing bodies and executive heads are conditional on the decision to offshore functions or services. Should UNESCO undertake an offshoring initiative, it could draw on the lessons, experience and recommendations contained in the report.

Summary of Recommendations in the reports presented

JIU report title	Recommendations to governing bodies	Recommendations to executive heads
Management review of environmental governance within the United Nations system (JIU/REP/2008/3)	-	-
National execution of technical cooperation projects (JIU/REP/2008/4)	2	5
Review of information and communication technology (ICT) hosting services in United Nations system organizations (JIU/REP/2008/5)	1	5
Review of management of Internet websites in the United Nations system organizations (JIU/REP/2008/6)	2	6
Towards more coherent United Nations system support to Africa (JIU/REP/2009/5)	2	9
Offshoring in United Nations system organizations (JIU/REP/2009/6)	-	-

ANNEX

A summary status of the recommendations addressed to the executive heads or legislative bodies of the United Nations system organizations, in previous JIU reports, is presented below. The details of the recommendations, actions, and the expected dates of completion are available on the IOS website (www.unesco.org/ios).

No.	Report title	Report number	Open as of 1 January 2009	Closed as of 31 December 2009	Open as of 31 December 2009
1	Procurement practices in the United Nations system	JIU/REP/2004/9	1	1	0
2	Some measures to improve overall performance of the United Nations system at the country level	JIU/REP/2005/2	2	0	2
3	Oversight lacunae in the United Nations system	JIU/REP/2006/2	3	0	3
4	A second review of the implementation of the Headquarters agreements concluded by United Nations system organizations	JIU/REP/2006/4	2	0	2
5	Voluntary contributions in the United Nations system organizations: impact on programme delivery and resource mobilization strategies	JIU/REP/2007/1	1	0	1
6	United Nations system staff medical coverage	JIU/REP/2007/2	1	0	1
7	Liaison Offices in the United Nations system	JIU/REP/2007/4	8	5	3
8	Review of the progress made by the United Nations system organizations in achieving Millennium Development Goal 6, Target 7 to combat HIV/AIDS	JIU/REP/2007/12	8	8	0
9	Junior Professional Officer/Associate Expert/Associate Professional Officer Programmes in the United Nations system organizations	JIU/REP/2008/2	4	4	0
TOTAL			30	18	12



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part IV

PARIS, 19 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART IV

**THE USE OF INDIVIDUAL CONSULTANT AND FEE CONTRACTS
BY THE SECRETARIAT**

SUMMARY

Pursuant to 171 EX/Decision 35 and 181 EX/Decision 40, the Director-General submits her report on the Secretariat's use of consultant and fee contracts in 2009.

The financial and administrative implications of the reported activities fall within the parameters of the current C/5 document.

Action expected of the Executive Board: Proposed decision in paragraph 46.

Introduction

1. The Executive Board invited the Director-General in 181 EX/Decision 40 to submit a report on the Secretariat's use of consultant and fee contracts at its 184th session. In the same decision, the Executive Board encouraged the Director-General to "fully implement the revised policy on consultant contracts, and to continue efforts to reduce the use of consultants and fee contracts, especially at Headquarters, to provide qualitative information on the content of consultancy contracts and the products to be delivered". The Executive Board further "recalled the need to achieve an enhanced geographical distribution and gender balance in the hiring of individual consultants, where there is an equal level of competence".

2. The new consultant contract, introduced in July 2008, is awarded to individuals providing expert advice or a specific service/product. Since July 2008, fee contracts are only granted to institutions, organizations or other legal entities that provide a product or service, and no longer to individuals.

3. This report contains data and analyses of consultants and fee contracts awarded at Headquarters and field offices in 2009, and provides comparisons with contracts awarded in 2007 and 2008. Given the significant number of contracts awarded by UNESCO's Brasilia Office, these figures are presented separately in Section IV. Furthermore, and in accordance with 179 EX/Decision 33(7), a list of contracts awarded by UNESCO has been published online since October 2008. Data for Headquarters are updated quarterly; and field office data are updated annually. Data relating to contracts awarded in 2009 will be online in March 2010.

4. Pursuant to the Executive Board's request for more qualitative information on consultant contracts, the report provides in Section II additional statistics and analysis on the thematic areas covered by consultant contracts issued at Headquarters in 2009.

5. To complement the information available on thematic areas, the Secretariat is developing a procedure to collect information on the types of activity performed by consultants, using the following coding structure (which is along the lines of the United Nations Secretariat's approach):

- Programme planning
- Programme evaluation
- Programme implementation
- Programme audit and investigation
- Preparation of meetings, conferences or workshops
- Drafting of manuscripts, reports
- Audiovisual, photographic
- Lectures/training
- Special analytical studies
- Advisory services

This structure is being incorporated into FABS, and the data are expected to be available from April 2010 onwards. Further qualitative information will, therefore, be available for the 2011 report to the Executive Board on the use of consultant contracts.

6. The document is set out as follows:

- Section I: Policy developments
- Section II: Consultant contracts in Headquarters and the field
- Section III: Fee contracts in Headquarters and the field
- Section IV: Consultant contracts in UNESCO Brasilia Office
- Section V: Consultant contracts for "one dollar"
- Section VI: Financial and administrative implications

Section I. Policy developments

7. In the External Auditor's report on temporary contracts,¹ which covered consultant and fee contracts, the External Auditor recommended that closer attention should be paid to inviting competitive bids before granting these types of temporary contract. In the case of consultant contracts, the new policy has put in place a documented procedure, which stipulates that a minimum of three candidates must be considered. In the case of contracts involving a service or product rather than time, further work is now under way to strengthen competitive bidding. The revised procedure will be put in place in the coming months.

Section II. Consultant contracts in Headquarters and the field

Number and spending on consultant contracts

8. The key points concerning the consultant contracts awarded in 2009 are:

Overall

- 2,513 consultants were hired for a total of 3,330 consultant contracts during 2009 at Headquarters and the field. In 2007, the number of consultants and consultant contracts was 3,117 and 4,346, respectively (Tables 1 and 2).
- While the number of consultants and the number of consultant contracts in 2009 was 8% higher than in 2008, the numbers were 19% and 23% (respectively) lower than in 2007, the second year of the previous biennium.
- The total spending on consultant contracts in 2009 amounted to US \$21.944 million. This is an increase of 22% compared to 2008. However, the overall level of spending in 2009 was broadly comparable to the level of spending in 2007 (Table 3).

Table 1: Number of consultants

	2007	2008	2009	Evolution 2008-2009
Headquarters	1,068	825	1,001	21%
%HQ	34%	35%	40%	
Field*	2,049	1,509	1,512	0%
%Field	66%	65%	60%	
Total	3,117	2,334	2,513	8%

*excluding data for Brasilia Office

Table 2: Number of consultant contracts

	2007	2008	2009	Evolution 2008-2009
Headquarters	1,661	1,267	1,523	20%
%HQ	38%	41%	46%	
Field*	2,685	1,808	1,807	0%
%Field	62%	59%	54%	
Total	4,346	3,075	3,330	8%

*excluding data for Brasilia Office

Table 3: Spending on consultant contracts (in US \$million)

	2007	2008	2009	Evolution 2008-2009
Headquarters	9,234	9,550	11,192	17%
%HQ	43%	53%	51%	
Field*	12,099	8,437	10,752	27%
%Field	57%	47%	49%	
Total	21,333	17,987	21,944	22%

*excluding data for Brasilia Office

Table 3 bis: Average expenditure per consultant contract (in US \$)

	2007	2008	2009	Evolution 2008-2009
Headquarters	5,559	7,537	7,349	-2.5%
Field*	4,506	4,666	5,950	27.5%
Total	4,909	5,849	6,590	13%

*excluding data for Brasilia Office

¹ 182 EX/46.

Headquarters/Field distribution

- In 2009, 60% of the consultants were hired by field offices, who accounted for 54% of the consultant contracts awarded and 49% of overall spending.

Headquarters

- While the number of consultants and consultant contracts awarded fell significantly at Headquarters in 2008, the numbers increased in 2009 by 21% and 20% respectively. However, it should be noted that these figures are similar to the levels in 2007, the second year of the previous biennium.
- Total spending at Headquarters in 2009 increased by 17% compared to 2008, while the average amount spent per contract showed a 2.5% decrease (Table 3 bis).

Field

- The numbers of consultants and consultant contracts issued in the field in 2009 were the same as in 2008, and 26% and 33% respectively lower than in 2007.
- Overall spending in the field in 2009 increased by 27% compared to 2008, which was reflected in a similar increase in the average amount spent per contract (Table 3 bis).

Source of funding of contracts

9. Table 4 shows that 54% of total spending on consultant contracts in 2009 was funded from extrabudgetary sources, compared to 56% in 2008. Fifty two percent of the contracts awarded at Headquarters were funded from the regular budget, while 59% of contracts in the field were financed from extrabudgetary sources.

Table 4: Spending on consultant contracts by source of funding, 2008 and 2009

	2008 (\$ million)					2009 (\$ million)				
	RP	%RP	ExB	%ExB	Total	RP	%RP	ExB	%ExB	Total
Headquarters	4.659	49%	4.891	51%	9.550	5.771	52%	5.421	48%	11.192
Field*	3.176	38%	5.261	62%	8.437	4.415	41%	6.337	59%	10.752
Total	7.835	44%	10.152	56%	17.987	10.186	46%	11.758	54%	21.944

*excluding data for Brasilia Office

Contracts by amount

10. Table 5 shows that the majority of the consultant contracts at Headquarters and in the field continue to be for amounts less than \$10,000 (77% and 83% respectively).

11. Twenty-one contracts above \$50,000 were concluded in 2009 (less than 1% of the total), nine in the field and 12 at Headquarters. The majority of these contracts are for amounts between \$50,000 and \$60,000. Only one consultant contract at Headquarters exceeds \$75,000 (Administrative Section of SHS) and one above \$100,000 (Secretariat of UNESCO Intergovernmental Oceanographic Commission). All of these contracts were checked with the issuing Sector, Bureau or field office; and their rates were consistent with the maximum amounts set out in the new consultant policy.

Table 5: Number of consultant contracts by amount: 2008 and 2009

Amount (\$ million)	Headquarters				Field*			
	2008	%	2009	%	2008	%	2009	%
Less than 5,000	662	52%	835	55%	1,297	72%	1115	62%
5,000 to 9,999	337	27%	341	22%	294	16%	387	21%
10,000 to 24,999	204	16%	272	18%	178	10%	243	13%
25,000 to 49,999	52	4%	63	4%	29	2%	53	3%
50,000 and over	12	1%	12	1%	10	1%	9	0%
Total	1,267	100%	1,523	100%	1,808	100%	1,807	100%

*excluding data for Brasilia Office

Duration of contracts

12. Most consultant contracts are for short periods, typically less than three months. [Table 6](#) shows that 79% of contracts awarded in Headquarters were for less than three months, compared with 71% in 2008. In the field, 65% of contracts were for less than three months (71% in 2008). In 2009, 4% (Headquarters) and 12% (field) of contracts were for over six months.

**Table 6
Number of consultant contracts by duration: 2008 and 2009**

	Headquarters				Field*			
	2008	%	2009	%	2008	%	2009	%
Less than 1 month	461	36%	639	42%	697	39%	463	26%
1 to 3 months	443	35%	556	37%	579	32%	712	39%
3 to 6 months	259	20%	264	17%	339	19%	416	23%
Over 6 months	104	8%	64	4%	193	11%	216	12%
Total	1,267	100%	1,523	100%	1,808	100%	1,807	100%

*excluding data for Brasilia Office

Contracts by Sector/Bureau and thematic activity at Headquarters

13. In addition to a breakdown of consultant contracts by Sector/Bureau, this section contains information and analysis of contracts issued at Headquarters by the thematic area of activity, and is presented in response to the Executive Board's request for more qualitative information. The information is based on data recorded in FABS at the time contracts are created. It still has some limitations, and further work is being carried out to ensure that more specificity will be available in future. Furthermore, additional qualitative information will be available for the Executive Board's report on consultants in 2011, in particular data on the types of activity undertaken by consultants, to be collected in FABS from spring 2010 onwards (see para. 5 above).

14. Most spending in Headquarters on consultant contracts supports directly the UNESCO programme. [Table 7](#) shows that the programme sectors (Education, Science, Culture, Communication and Information and Social and Human Sciences) accounted for 81% of total spending on these contracts in Headquarters in 2009. Three sectors (Culture, Education and Science) accounted for 62% of the contracts awarded, and for 70% of the total spending on these contracts in 2009. This distribution was similar to the levels in 2008.

Table 7
Consultant contracts by Sector/Bureau, 2008 and 2009

	2008				2009			
	Number	%	Amount (\$ million)	%	Number	%	Amount (\$ million)	%
CI	43	3%	0.191	2%	39	3%	0.361	3%
CLT	262	21%	1.926	20%	392	26%	2.360	21%
ED	269	21%	1.919	20%	294	19%	2.432	22%
SC	253	20%	2.796	29%	264	17%	3.053	27%
SHS	124	10%	0.783	8%	122	8%	0.858	8%
ERC	4	0%	0.079	1%	13	1%	0.085	1%
AFR	26	2%	0.168	2%	19	1%	0.167	1%
ADM	22	2%	0.178	2%	38	2%	0.235	2%
CENT ¹	264	21%	1.510	16%	342	22%	1.640	15%
Total	1267	100%	9.550	100%	1523	100%	11.192	100%

¹ BB, BFC, BPI, BSP, HRM, IOS, SCG/X, ODG

Central services/programme support

15. Table 7 also shows that 15% of the contracts issued at Headquarters by amount (22% by number) are recorded under Central Services. It should be noted that some of these activities are programme-related, notably post-conflict activities under BFC and Women and gender equality under BSP. If these activities are excluded, Central Services account for 12% of total spending on consultant contracts at Headquarters.

16. The majority of the contracts in Central Services are related to BPI activities (223 contracts out of 342): among these, audiovisual activities and publications accounted for the majority by number (87%) and by amount (76%).

17. In ADM, which accounts for 2% of total spending in 2009, most of the spending is related to the maintenance of the Headquarters building, information technology and translation services.

Programme sectors

18. Overall, the five programme areas with the highest spending on consultant contracts in 2009 are in Education (basic education) and Sciences (IOC, water, hydrology) as follows:

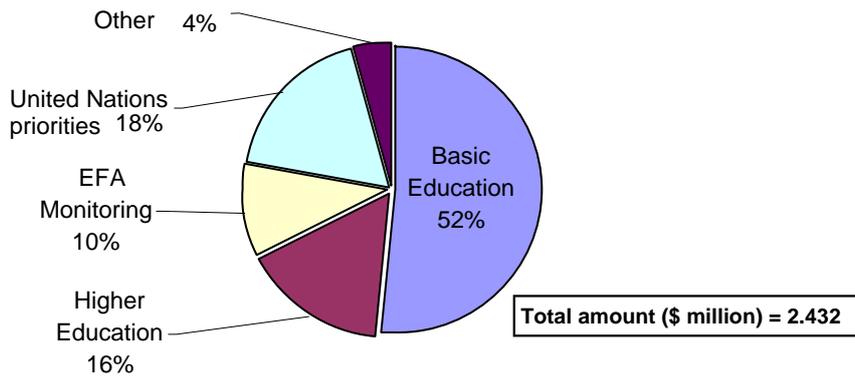
- (a) Support strategies in basic education (\$695,700);
- (b) IOC, ocean sciences (\$426,600);
- (c) Science, technical and vocational education (\$335,100);
- (d) World Water Assessment Programme (\$326,900);
- (e) Hydrological processes and climate (\$326,900).

Further breakdowns by programme sector are provided below.

Education

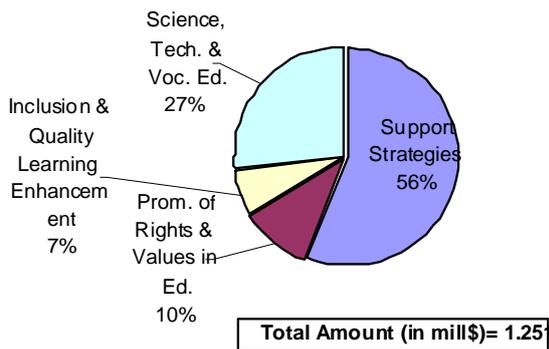
19. The Education Sector spent \$2.432 million on consultant contracts in Headquarters in 2009. The majority of the funds (52%) were spent on basic education activities, 18% on United Nations priorities, 16% on higher education activities and 10% on EFA monitoring.

Education Sector (ED)

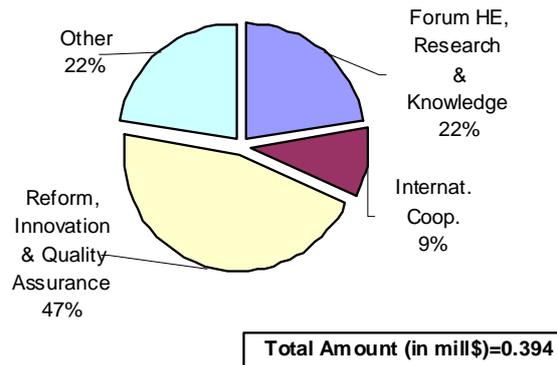


20. The pie charts below show that 56% of the overall spending on basic education activities was related to support strategies; 47% of total spending on higher education was related to reform, innovation and quality assurance; while 26% of spending on United Nations priorities was on HIV/AIDS activities.

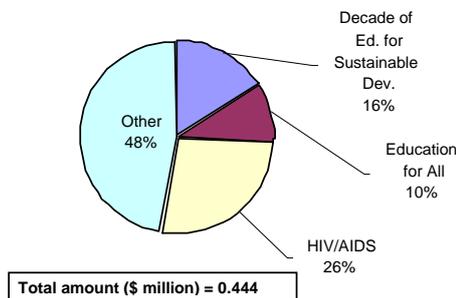
Basic Education



Higher Education

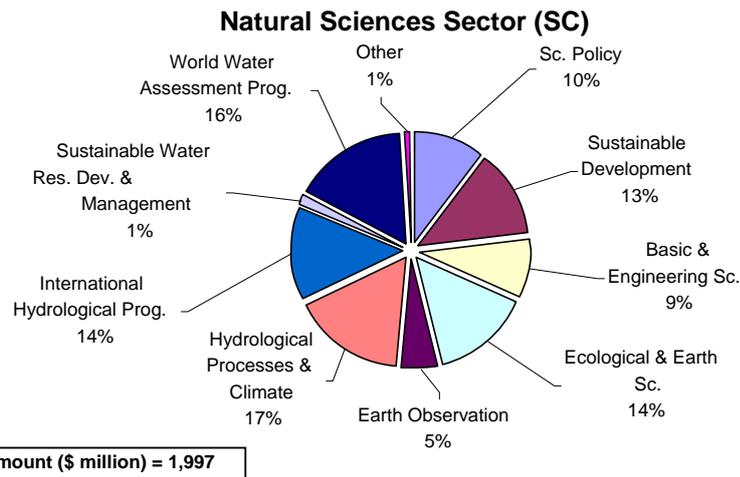


United Nations priorities

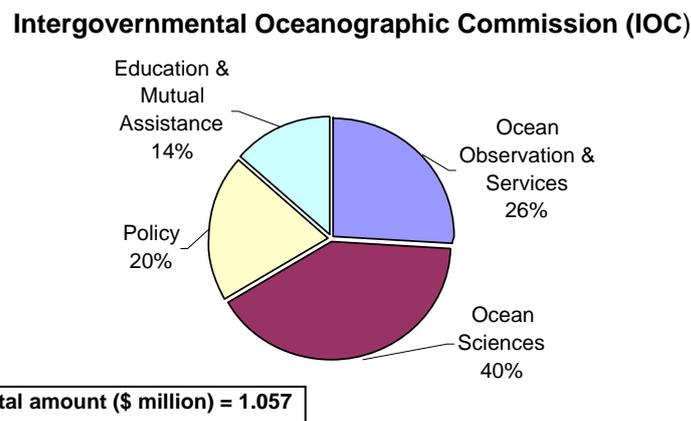


Natural Sciences (SC)

21. The Natural Sciences Sector spent almost \$2 million on consultant contracts in 2009: 31% related to the International Hydrological Programme and hydrological processes; 16% to the World Water Assessment Programme and 14% to the Ecological and Earth Sciences.

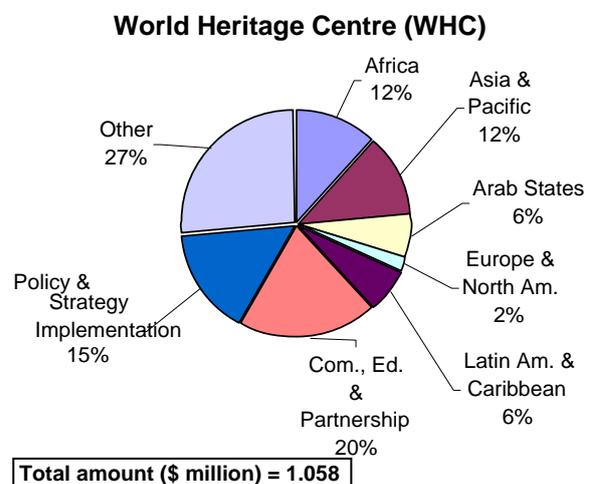
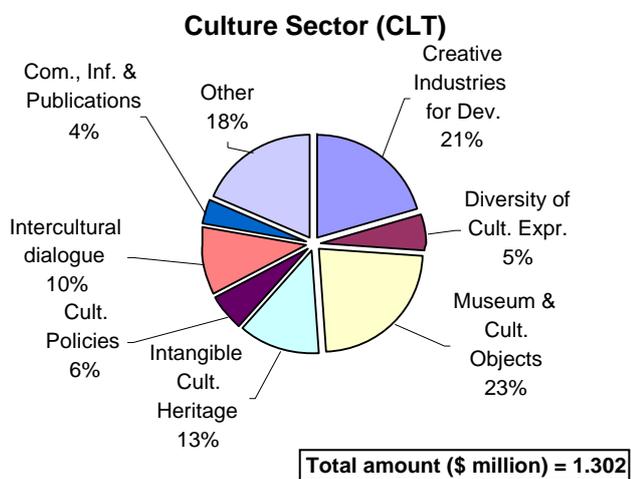


22. The Intergovernmental Oceanographic Commission spent \$1.057 million on consultant contracts in 2009: 40% of this related to ocean sciences and 26% to ocean observation and services.



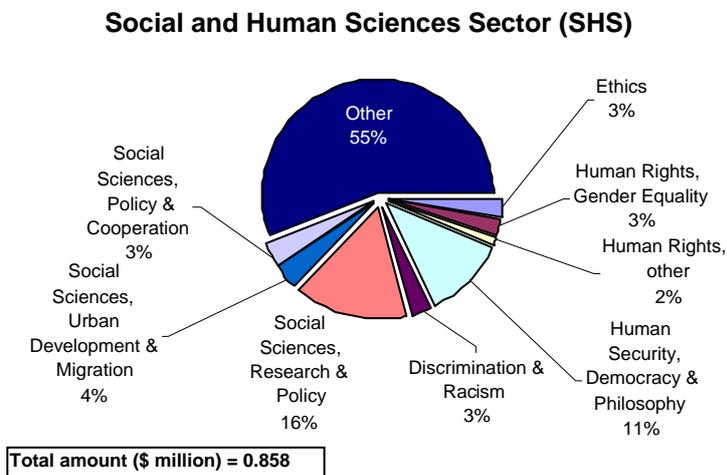
Culture (CLT)

23. The Culture Sector spent some \$1.3 million on consultant contracts in 2009, of which 23% related to museums and cultural objects and 21% to creative industries for development. The World Heritage Centre spent \$1.058 million on contracts in 2009: 38% on regional activities, 20% on communication, education and partnership, and 15% on policy and strategy implementation.



Social and Human Sciences (SHS)

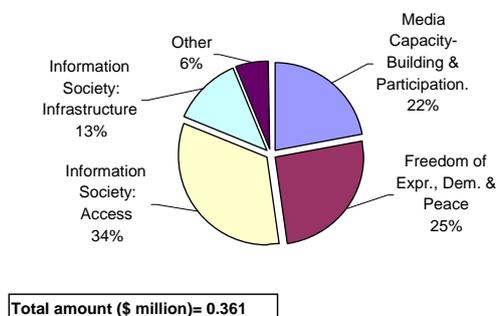
24. SHS spent \$858,000 on consultant contracts in 2009, of which 16% related to social sciences research and policy and 11% to human security, democracy and philosophy. More work will be carried out during 2010 to reduce the number of contracts that are classified under the heading “Other”.



Communication and Information (CI)

25. The Communication and Information Sector spent \$361,000 on consultant contracts in 2009, of which 34% related to information access and 25% to freedom of expression, democracy and peace.

Communication and Information Sector (CI)



Nationality, gender and retired staff

26. The new consultant policy introduced in July 2008 contains detailed guidance to ensure that selection is made from as broad a field of qualified candidates as possible, and that due consideration be given to geographical and gender balance when there is on equal level of competence among candidates. Managers are also encouraged to seek local expertise for local projects, wherever possible. Furthermore, the approval of the ADG, Director of Bureau or Head of field office is required if a contract is to be awarded to a former staff member of UNESCO.

27. Table 8 shows that 65% of the consultants granted consultant contracts in Headquarters during 2009 were from countries in Group I, the same as in 2008; they accounted for 67% of overall spending in Headquarters compared to 68% in 2008. In the field, consultants from Group I countries accounted for 16% of contracts awarded in 2009 by number (17% in 2008) and 25% by amount (23% in 2008). Overall at Headquarters and in the field, consultants from Group I countries represented 36% of the contracts awarded in 2009.

28. Consultants from Group III, Group V(a) (African States), Group IV and Group V(b) (Arab States) accounted for 29%, 21%, 17% and 11%, respectively, of contracts awarded in the field during 2009. Overall, in 2009, at Headquarters and the field, consultants from Group III represented 20% of the contracts issued, while Group V(a), Group IV and Group V(b) represented 16%, 14% and 9% respectively of the contracts awarded in 2009; Group II represented 4%.

Table 8
Numbers of Consultants and Amount spent
by regional group of consultants: 2008 and 2009

Regional Group	Headquarters						Field*									
	Number 2008	%	Number 2009	%	Amount \$m 2008	%	Amount \$m 2009	%	Number 2008	%	Number 2009	%	Amount \$m 2008	%	Amount \$m 2009	%
I	536	65%	655	65%	6.539	68%	7.459	67%	259	17%	245	16%	1.973	23%	2.664	25%
II	41	5%	37	4%	0.458	5%	0.366	3%	21	1%	66	4%	0.069	1%	0.231	2%
III	67	8%	61	6%	0.617	6%	0.699	6%	391	26%	440	29%	2.002	24%	2.793	26%
IV	69	8%	78	8%	0.791	8%	0.912	8%	223	15%	264	17%	0.840	10%	1.677	16%
V(a)	58	7%	85	8%	0.515	5%	0.614	5%	326	22%	325	21%	1.846	22%	2.403	22%
V(b)	40	5%	49	5%	0.544	6%	0.699	6%	289	19%	170	11%	1.706	20%	0.966	9%
Not known	14	2%	36	4%	0.086	1%	0.442	4%	0	0%	2	0%	0.000	0%	0.019	0%
Total	825	100%	1001	100%	9.550	100%	11.192	100%	1509	100%	1512	100%	8.437	100%	10.752	100%

*Excluding data for Brasilia Office

Regional Group	Headquarters and field*			
	Number 2008	%	Number 2009	%
I	795	34%	900	36%
II	62	3%	103	4%
III	458	20%	501	20%
IV	292	13%	342	14%
V(a)	384	16%	410	16%
V(b)	329	14%	219	9%
Not known	14	1%	38	2%
Total	2334	100%	2513	100%

*Excluding data for Brasilia Office

Gender

29. Table 9 shows that 44% of the consultants hired in Headquarters in 2009 were women, compared to 46% in 2008. The corresponding figure for the field was 39%, compared to 37% in 2008. Overall, 41% of the consultants hired in 2009 were women, compared to 40% in 2008.

Table 9: Number of consultants by gender: 2008 and 2009

	Headquarters				Field*				Headquarters and field*			
	2008	% of total	2009	% of total	2008	% of total	2009	% of total	2008	% of total	2009	% of total
Male	444	54%	560	56%	956	63%	926	61%	1,400	60%	1,486	59%
Female	381	46%	441	44%	553	37%	586	39%	934	40%	1,027	41%
Total	825	100%	1,001	100%	1,509	100%	1,512	100%	2,334	100%	2,513	100%

*Excluding data for Brasilia Office

Retired Staff

30. In 2009, 70 retired staff members were awarded contracts at Headquarters, for a total amount of \$1.246m. In the field, 33 retired staff members were awarded contracts, for a total amount of \$398,000. Table 10 shows that overall, at Headquarters and in the field, retirees represented 4% of the consultants hired in 2009, while the amount represented 7% of total spending in 2009. This represents an increase compared to 2008, during which 45 retired staff at Headquarters and the field were hired (2% of total consultants hired in 2008).

Table 10: Number of retired staff and amounts spent: 2009

	Number of individuals 2009	Retired staff 2009	%	Total spending 2009	Spending (retired staff) 2009	%
Headquarters	1,001	70	7%	11.192	1.246	11%
Field*	1,512	33	2%	10.752	0.398	4%
Total	2,513	103	4%	21.944	1.644	7%

*Excluding data for Brasilia Office

Section III. Fee contracts in Headquarters and in the field

Number and spending on fee contracts

31. Since July 2008, fee contracts can only be granted to institutions, organizations and legal entities. Fee contracts granted between January 2007 and July 2008 were reprocessed to exclude those awarded to individuals, in order to obtain comparative data.

32. Tables 11 and 12 show the number and spending on fee contracts awarded by Headquarters and the field (excluding the Brasilia Office) in 2007, 2008 and 2009.

Table 11: Number of fee contracts

	2007	2008	2009	Evolution 2008-2009
HQ	955	360	643	79%
%HQ	48%	29%	34%	
Field*	1,053	880	1,248	42%
%Field	52%	71%	66%	
Total	2,008	1,240	1,891	53%

*excluding data for Brasilia Office

Table 12: Spending on fee contracts

	2007	2008	2009	Evolution 2008-2009
HQ	19.910	10.568	16.867	60%
%HQ	62%	46%	55%	
Field*	11.989	12.218	13.906	14%
%Field	38%	54%	45%	
Total	31.899	22.786	30.773	35%

*excluding data for Brasilia Office

33. The key points concerning the fee contracts awarded in 2009 are:

- a 53% increase in the number of fee contracts awarded between 2008 and 2009 (a 79% increase in Headquarters; a 42% increase in the field), although the number of contracts awarded in 2009 was lower than in 2007 (the final year of the previous biennium);
- an increase of 35% in total spending on fee contracts between 2008 and 2009 (60% increase in Headquarters; 14% increase in the field), although total spending in 2009 was lower than in 2007.

Source of funding and cost of contracts

34. Table 13 shows that 60% of overall spending on fee contracts awarded during 2009 was funded from extrabudgetary sources, compared to 69% in 2008. In the field, extrabudgetary sources accounted for 68% of the overall spending on fee contracts in 2009 compared to 79% in 2008.

Table 13: Spending on fee contracts by source of funding, 2008 and 2009

	2008 (\$ million)					2009 (\$ million)				
	RP	%RP	ExB	%ExB	Total	RP	%RP	ExB	%ExB	Total
Headquarters	4.411	42%	6.157	58%	10.568	7.869	47%	8.998	53%	16.867
Field*	2.594	21%	9.624	79%	12.218	4.398	32%	9.508	68%	13.906
Total	7.005	31%	15.781	69%	22.786	12.267	40%	18.506	60%	30.773

*excluding data for Brasilia Office

By Sector/Bureau at Headquarters

35. Table 14 shows that the five programme sectors accounted for 59% of the total spending on fee contracts in 2009, compared to 66% in 2008.

Table 14: Fee contracts in Headquarters by Sector/Bureau: 2008 and 2009

	2008				2009			
	Number	%	Amount (\$ million)	%	Number	%	Amount (\$ million)	%
CI	16	4%	0.241	2%	31	5%	0.583	3%
CLT	60	17%	2.314	22%	163	25%	4.799	28%
ED	77	21%	1.995	19%	91	14%	2.427	14%
SC	59	16%	2.107	20%	98	15%	1.601	9%
SHS	39	11%	0.361	3%	38	6%	0.468	3%
ERC	4	1%	0.048	0%	7	1%	0.051	0%
AFR	0	0%	0.000	0%	0	0%	0.000	0%
ADM	63	18%	1.335	13%	117	18%	2.355	14%
CENT ¹	42	12%	2.167	21%	98	15%	4.583	27%
Total	360	100%	10.568	100%	643	100%	16.867	100%

¹ BB, BFC, BPI, BSP, HRM, IOS, SCGX, ODG

¹ BFC, BB, BPI, BSP, HRM, IOS, ODG

Contracts by amount

36. Table 15 shows that 77% of fee contracts awarded in Headquarters in 2009 were for less than \$25,000 compared to 74% in 2008. In the field, 91% of fee contracts were for less than \$25,000 compared to 90% in 2008. There were 28 contracts above \$100,000 at Headquarters and in the field (20 at Headquarters and eight in the field). In Headquarters, the large fee contracts included work on two major IT development projects in the Administration Sector and the contract awarded by Central Services for the processing of medical claims.

Table 15: Number of fee contracts by amount: 2008 and 2009

Amount \$	Headquarters				Field*			
	2008	%	2009	%	2008	%	2009	%
Less than 5,000	108	30%	220	34%	433	49%	603	50%
5,000 to 9,999	65	18%	107	17%	179	20%	226	19%
10,000 to 24,999	94	26%	164	26%	181	21%	246	21%
25,000 to 49,999	49	14%	85	13%	49	6%	85	7%
50,000 and over	44	12%	67	10%	38	4%	35	3%
Total	360	100%	643	100%	880	100%	1,195	100%

*excluding data for Brasilia Office

Duration of contracts

37. Most fee contracts are of very short duration. Table 16 shows that 70% and 64% of fee contracts awarded at Headquarters and in the field, respectively, were for less than three months, compared to 63% at both Headquarters and in the field in 2008.

Table 16
Number of fee contracts by duration: 2008 and 2009

Amount	Headquarters				Field*			
	2008	%	2009	%	2008	%	2009	%
Less than 1 month	128	36%	254	40%	252	29%	413	33%
1 to 3 months	98	27%	192	30%	300	34%	390	31%
3 to 6 months	67	19%	103	16%	188	21%	265	21%
Over 6 months	67	19%	94	15%	140	16%	180	14%
Total	360	100%	643	100%	880	100%	1.248	100%

*excluding data for Brasilia Office

Section IV. Consultant contracts in UNESCO Brasilia Office

38. The data on contracts awarded by the Brasilia Office are presented separately to allow for a clearer picture of the contracts awarded by field offices as a whole.

Number and amount

39. Table 17 shows the number and amount of consultant contracts awarded by the Brasilia Office in 2009; the Office did not report any fee contracts for 2009. The number of consultant contracts in 2009 fell by 31% compared to 2008, although the spending increased by 6%.

Table 17
Number and amount of consultant contracts
Brasilia Office 2008 and 2009

	Individual consultant contracts				Fee contracts			
	Number	% change	\$ million	% change	Number	% change	\$ million	% change
2008	1,545		19.194		None reported			
2009	1,069	-31%	20.425	6%	None reported			

Source of funds

40. Table 18 shows that 98% of overall spending on consultant contracts in 2009 was funded from extrabudgetary sources, compared with 97% in 2008.

Table 18
Spending on consultant contracts by source of funding
Brasilia Office 2008 and 2009

	Amount (\$ million)				
	RP	% RP	ExB	% ExB	Total
2008	0.508	3%	18.685	97%	19.194
2009	0.411	2%	20.015	98%	20.425
Total	0.919	2%	38.700	98%	39.619

Contracts by amount

1. Table 19 shows that 70% of the consultant contracts awarded in 2009 were for under \$25,000 compared to 78% in 2008.

Table 19
Number of consultant contracts by amount: 2008 and 2009

Amount \$	Individual contracts			
	2008	%	2009	%
Less than 5000	702	45%	147	14%
5000 to 9999	206	13%	137	13%
10000 to 24999	314	20%	461	43%
25000 to 49999	308	20%	314	29%
50000 and over	15	1%	10	1%
Total	1,545	100%	1,069	100%

Duration of contracts

42. Table 20 shows that 27% of consultant contracts awarded in 2009 were for less than three months compared with 33% in 2008, while 48% were for over six months compared to 27% in 2008.

Table 20
Number of consultant contracts by duration: 2008 and 2009

	Individual contracts			
	2008	%	2009	%
Less than 1 month	56	4%	55	5%
1 to 3 months	453	29%	234	22%
3 to 6 months	613	40%	265	25%
Over 6 months	423	27%	515	48%
Total	1,545	100%	1,069	100%

Section V. Consultant contracts for “one dollar”

43. “One dollar” contracts are awarded to individuals engaged for special representational activities or to former staff members to ensure a smooth transition of expertise and institutional memory. Such contracts must have the prior approval of the Office of the Director-General.

44. A total of 22 individuals were granted “one dollar” contracts in Headquarters during 2009 (compared to 23 in 2008), of whom 10 were former UNESCO staff. Overall spending on “one dollar” contracts in 2009 was \$33,000 (travel and daily subsistence expenses). Table 21 shows the individuals awarded contracts in 2009 by Sector/Bureau.

Table 21
Individuals awarded \$1 consultant contracts: 2009

	Total
CI	0
CLT	8
ED	1
SC	1
SHS	3
ERC	2
ADM	0
CENT ¹	7
Total	22

¹ AFR, HRM, ODG

Section VI. Financial and administrative implications
--

45. The activities mentioned in the report were foreseen in 34 C/5 work plans. There are some minor administrative implications arising from the development of FABS needed to collect data on contract deliverables, but these changes will be carried out under existing budget provisions.

Proposed draft decision

46. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 171 EX/Decision 35 and 181 EX/Decision 40,
2. Having examined document 184 EX/6 (Part IV),
3. Takes note of the data, analyses and preliminary qualitative information presented in the document and encourages the Secretariat to continue its efforts to provide further information on the content of consultancy contracts and the products to be delivered;
4. Recalls the need to achieve a wider geographical distribution and gender balance in the hiring of consultants where qualifications are equal;
5. Invites the Director-General to submit her next report on the use of consultant and fee contracts to the Executive Board at its 186th session.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part IV Corr.

PARIS, 1 April 2010
All languages

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART IV

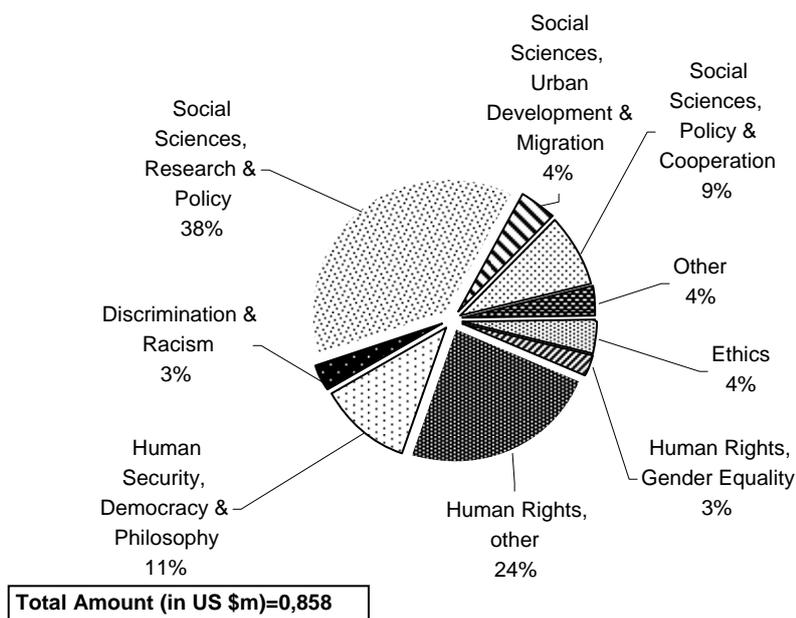
**THE USE OF INDIVIDUAL CONSULTANT AND FEE CONTRACTS
BY THE SECRETARIAT**

CORRIGENDUM

Paragraph 24 of the document should be replaced by the attached.

Social and Human Sciences (SHS)

24. SHS spent \$858,000 on consultant contracts in 2009, of which 38% related to Social sciences research and policy, 27% to Human rights and 11% to Human security, democracy and philosophy.





United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part V

PARIS, 19 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART V

**PROGRESS REPORT ON UNESCO'S PUBLICATION ACTIVITIES
AND PUBLICATION AND DISTRIBUTION PLAN FOR 2010-2011,
INCLUDING INFORMATION ON REVENUE FROM SALES PUBLICATIONS
AND ON THE UNESCO *COURIER***

SUMMARY

This document presents:

- the progress made in the implementation of the External Auditor's recommendations concerning UNESCO's publication activities (reference document 179 EX/31, Part I) and of the related 179 EX/Decision 31;
- synthesis of the outcome of the Publication and Distribution Plan 2008-2009;
- short summary of sales of publications and on the Publications Fund;
- report on the Publication and Distribution Plan 2010-2011 (with Organization's Publications and Distribution Plan 2010-2011 online), further to 181 EX/Decision 39;
- the progress made on developing partnerships for distribution of the UNESCO *Courier*.

There are no additional policy implications of a financial or administrative nature.

I. Implementation of 181 EX/Decision 39 and the recommendations of the External Auditor

1. In April 2009 the definition of UNESCO publications was updated in the Administrative Manual in order to include titles distributed for free. Clear responsibilities were also defined to guarantee quality control for all publications. The updated Manual includes the new role of the Committee on Coordination of Public Information (CCPI) as publications board. Acting as such, the CCPI has already established Publication and Distribution Plans for 2008-2009 and 2010-2011. Publication plans reflect 181 EX/Decision 39 and the External Auditor's recommendations to gather comprehensive information on each title (such as relevance to programme priorities, intended purpose and demand, estimated printing costs and expected impact) and to ensure proper follow-up, all of which is now possible. To make sure that publications go through an appropriate approval process, based on quality and relevance to programme strategies, the Bureau of Public Information (BPI) strongly recommends the setting up of editorial boards in each sector. This is in progress, with an editorial board already in place in the Education Sector.

2. Other recommendations have also been implemented, such as using the new author's contract and requesting an ISBN for every UNESCO publication. Both will help ensure coherence and facilitate dissemination of content. Further improvement has been made on establishing benchmarks for planning print runs. The analysis of the 2008-2009 plan is an additional opportunity to avoid future inconsistencies. The Administrative Manual was also revised to assign responsibilities concerning any destruction of publications and to provide alternatives such as redistributing.

3. The above processes have been enhanced by the introduction of the UNESCO Publishing Guidelines and the staff training undertaken by BPI both at Headquarters and in field offices, which will continue throughout the present biennium.

4. The recommendation to designate Publication Officers and/or focal points responsible for publications in each sector, bureau and institute has been partially implemented. Other current priorities include the definition of publishing criteria and the coordination of communication efforts at sector level as part of an overall UNESCO communication strategy. Proper reflection upon target audiences still needs to be carried out, and efficient methods and tools developed for impact assessment.

5. BPI is in the process of developing an information materials management tool, which will provide complete information on the number and status of all publications. The first phase of implementation will take place by the end of March 2010. UNESCO signed a long-term agreement for printing and binding services and is working on another to create a pool of first-rate consultants for pre-press and graphic design. BPI and the Division of Conferences, Languages and Documents (CLD) will make a call for tender with the aim of signing a long-term agreement for expert stocking and distribution services in the first half of 2010.

6. In order to implement 181 EX/Decision 39 "to promote linguistic diversity in the Publication and Distribution Plan 2010-2011 by ensuring that language versions are systematically planned and approved according to type and reach of each publication", BPI has issued a proposal on minimum language versions according to type of publication (see Annex). Target audiences should be identified according to types, geographic location, age and language(s) spoken.

II. Synthesis of the outcome of the Publication and Distribution Plan 2008-2009

7. In order to obtain comprehensive information on the publications that UNESCO produces, 179 EX/Decision 31 requested that a publication and distribution plan with a preliminary list of planned titles be submitted for each biennium. The CCPI therefore began acting as a publications board to put together the first plan, which covered the period 2008-2009. Although the quality of the information may be flawed, as this was the first plan put into place, information was available

for the first time. Moreover, putting together a publications plan resulted in a collective deliberation at sector level and advance planning has become possible.

8. According to the information provided by the officers responsible for publication projects, UNESCO produced 552 publications during the 2008-2009 biennium (out of 690 projects proposed). The types most often produced were monographs, works for the general public, guidelines, manuals and toolkits, and technical reports and working papers. Journals, reviews and newsletters represented around 12% of the total number of publications. The information provided also showed that the number of publications produced by field offices is similar to the number produced at Headquarters, and that UNESCO institutes published 11.7% of the total production. The Education programme published 39.1% of the total 552 titles; the Natural Sciences programme 15.3%; the Social Sciences programme 11.9%; the Culture programme 11%; and the Communication and Information programme 13.2%.

9. In terms of language versions, 63.2% of the total 552 titles were produced in a single version; around 30% in 2, 3, 4 or 5 versions; and less than 7% in the six official languages. During the biennium, almost 70% of publications were produced in English, and less than half of this percentage in French, followed closely by Spanish and Portuguese. As for medium type, the information indicated that 64.6% of publications were produced in print version only, whereas 8.6% were exclusively published digitally. UNESCO produced most publications for free distribution (only 20% were for sale) and mainly targeted policy-makers; educators, teachers and trainers; decision-makers, permanent delegations and national commissions; scientists and researchers; and civil society. For the complete list of publications, see the following Internet page for the final list of the Publication and Distribution Plan 2008-2009 http://unesdoc.unesco.org/ulis/cgi-bin/ulis.pl?database=extd&ord=1&req=2&look=ex&sc1=1&tx_p=phrase&words&ti_p=inc&sess=182&dc=182+EX/Decisions.

III. Sales and publications fund

10. The table below presents in United States dollars the total income and expenditure for UNESCO publications and periodicals between 2004-2005 and 2008-2009:

Table 1. Income and expenditure under the Publication and Auditory and Visual Material Fund

	2004-2005	2006-2007	2008-2009*	Trend
Total Income	\$2,332,288	\$1,589,472	\$1,793,884	-23%
Sales	\$1,440,755	\$1,140,346	\$921,896	-36%
Royalties	\$878,063	\$434,305	\$869,607	-0.9%
Other income	\$13,470	\$14,821	\$2,382	-82.3%
Total Expenditure	\$2,257,280	\$1,202,640	\$1,175,836	-47.9%
Reserves and fund balances	\$1,055,044	\$1,441,876	\$2,059,924	+95%

*Provisional figures

11. The fall in overall sales can be explained by: (a) a globally lower demand for most categories of publications; (b) a lower editorial output due to the reform process; and (c) the effect of co-publishing agreements, which provides revenue in the form of royalties.

12. Although overall sales have decreased in the course of the previous biennia, the income from royalties has recovered stability. In terms of the weight on the total income, the importance of royalties has increased in proportion and currently represents almost half of the total income (48.4% in 2008-2009, where it represented 37.6% in 2004-2005 and 27.3% in 2006-2007). This

means that UNESCO content is consistently being licensed and translated into other languages and within geographical areas not covered by regular sales channels.

13. Overall, regular channels (sales agents and on-line sales) represent around two thirds of UNESCO publications sales, whereas the UNESCO bookstore in Headquarters represents the remaining third. Impact of the bookstore increased, however, from 2006-2007 to 2008-2009: where regular channels represented 66.6% and the bookstore 33.3% of total net sales in 2006-2007, the former decreased to 61.9% as the bookstore increased its share to 38% during the 2008-2009 biennium.

IV. Report on the Publication and Distribution Plan 2010-2011

14. Acting as publications board across all of UNESCO's programmes, the CCPI is currently taking action to shape the 2010-2011 Publication and Distribution Plan to make it consistent with programme priorities and effective outreach to target audiences. The CCPI emphasizes the importance of only producing high-quality content and making it available in more languages, even if this means publishing less.

15. The figures presented below may only be approximate, as not all publications have been validated yet by programme ADGs. On the other hand, many titles have not been tagged as actual publications and may belong to the communication materials category.

16. According to the information available on 19 January 2010, 724 publications have been planned for 2010 and 2011, a 25.5% increase compared to the number of titles published in the previous biennium. 80.6% of the 724 publications are original titles; 16.2% translations; and 3% new editions of backlist titles. After validation by ADGs and the CCPI, the final list of publications for the 2010-2011 biennium will be available at the following Internet address: http://unesdoc.unesco.org/ulis/cgi-bin/ulis.pl?database=extd&ord=1&req=2&look=ex&sc1=1&tx_p=phrase&words&ti_p=inc&sess=182&dc=182+EX/Decisions.

V. The UNESCO Courier

17. 181 EX/Decision 39 requested that UNESCO will "explore the possibilities to seek private and public partnerships that would allow the UNESCO *Courier* to be distributed in printed form in as many language versions as possible".

18. In order to identify expectations and options in terms of product and distribution, a formal survey was conducted between November and December 2009 involving all Permanent Delegations and National Commissions, to which 86 Member States replied. On a scale from 0 (no priority) to 10 (absolute priority), Member States gave the availability of a printed version of the *Courier* an average priority rating of 7.35. The average was highest in the Arab States region (8.8) and lowest in the Europe and North America region (6.4).

19. According to the responses, the format and content of the current electronic version are generally appreciated and should be available in the six official languages. No clear trend emerged for a preferred periodicity. Member States favoured selling the *Courier* to certain audiences, but insisted on free distribution within UNESCO networks.

20. Member States see partnerships as providing added value in terms of the publication's quality, distribution and sustainability, and several suggested partnering with external media outlets. In terms of further opportunities for dissemination, Member States support adapting content to audio, radio, TV and news media; placing *Courier* inserts in established external publications; developing a children's section; distributing in schools; and encouraging countries to produce national supplements to the *Courier*.

21. The number of responses to the survey and the priority rating given to the subject confirm Member States' strong interest in a printed version of the *Courier* and in finding new opportunities for dissemination. In response, BPI is searching for a way to use its limited human and financial resources to create a modern product that is available to as wide a readership as possible and that reflects UNESCO's activities in all of its domains.

22. In this biennium, the new edition of the *Courier* will be published on a quarterly basis and will be based on stories, reports and other material prepared by BPI with the various sectors and other partners for the web portal. This material will be repackaged into an electronic newsletter form that can be made available online and distributed easily and quickly to a mass audience, as well as via print on demand.

23. As requested by 181 EX/Decision 39 and following the strong interest expressed by Member States, BPI is actively seeking partners to produce print versions of the *Courier* and improving dissemination. Some of the options being explored include:

- mobilizing National Commissions to help find private partners in their regions and seeking collaboration with United Nations agencies, NGOs and other international organizations to finance a print version of the *Courier*;
- seeking editorial partnerships with (a) local newspapers and magazines interested in printing the *Courier* as a supplement either regularly or according to interest in a particular theme; (b) private companies willing to co-publish locally and internationally; (c) prominent institutions, such as foundations that can help mobilize key players;
- integrating the *Courier's* content into various multimedia outlets, such as webzines, audiovisual media, etc.

ANNEX

PROPOSAL FOR LANGUAGE VERSION OBJECTIVES
ACCORDING TO PUBLICATION CATEGORY

Category of publication	Distribution	Typical target audience*	Language versions (recommended, more may be planned as relevant)
General and historical works	Commercial	Public at large, scientists/researchers	English and/or French and one other United Nations language
	Free	Policy-makers	
Monographs	Commercial	Scientists/researchers, policy-makers, educators	English and/or French and one other language
	Free	UNESCO networks	
Global reports	Commercial	Public at large, scientists/researchers	All six official language versions <i>simultaneously</i>
	Free	Policy-makers, UNESCO networks	
	Online free access	Public at large, specialized media, educators	
Statistical reports	Commercial	Scientists/researchers	English and/or French and one other United Nations language
	Free	Policy-makers, UNESCO networks	
	Online free access	Specialized media, educators	
Proceedings	Commercial	Scientists/researchers	One language (language of conference)
	Free	Programme-specific communities, policy-makers, UNESCO networks	
Guidelines, manuals and toolkits	Commercial	Programme-specific communities	Target-audience language and relevant vector language
	Free	Educators/teachers/trainers	
Teaching materials	Commercial	Programme-specific communities	Target-audience language and relevant vector language
	Free	Educators/teachers/trainers	
Atlases	Commercial	Public at large, scientists/researchers	English and/or French and one other United Nations language
	Free	UNESCO networks	
Bibliographies	Commercial	Scientists/researchers, policy-makers, educators	English and/or French
	Free	UNESCO networks	
Dictionaries, glossaries, thesauruses	Commercial	Scientists/researchers, educators	Relevant language
	Free	UNESCO networks	
Yearbooks	Commercial	Scientists/researchers, policy-makers	English and/or French
	Free	UNESCO networks	
Reviews	Commercial	Public at large, scientists/researchers	English, French and other United Nations languages as feasible
	Free	UNESCO networks	
Journals	Commercial	Scientists/researchers	English, French and other United Nations languages as feasible
	Free	UNESCO networks	
Newsletters	Commercial	n.a.	English and/or French
	Free	UNESCO networks	

* Target audiences and distribution type are defined based on information from the previous biennium.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part V Corr.

PARIS, 26 March 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART V

**PROGRESS REPORT ON UNESCO'S PUBLICATION ACTIVITIES
AND PUBLICATION AND DISTRIBUTION PLAN FOR 2010-2011,
INCLUDING INFORMATION ON REVENUE FROM SALES PUBLICATIONS
AND ON THE UNESCO *COURIER***

CORRIGENDUM

- Paragraph 9: the correct internet link for the Publication and Distribution Plan 2008-2009 is <http://www.unesco.org/new/en/unesco/resources/online-materials/publications/>
- Paragraph 16: the correct internet link for the Publication and Distribution Plan 2010-2011 is <http://www.unesco.org/new/en/unesco/resources/online-materials/publications/>.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and eighty-fourth session

184 EX/6

Part VI

PARIS, 26 February 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART VI

EVALUATIONS COMPLETED DURING THE 2008-2009 BIENNIUM

SUMMARY

In accordance with 182 EX/Decision 24, the Internal Oversight Service provides a short report on evaluations completed during the 2008-2009 biennium.

There are no additional policy implications of a financial or administrative nature.

1. The Internal Oversight Service (IOS) was requested to report to the Executive Board on recently completed evaluations and on the follow-up to evaluation recommendations. IOS is responsible for evaluations that can be categorized into: (a) evaluations of UNESCO's Strategic Programme Objectives (SPOs); (b) organizational evaluations; and (c) reviews of decentralized bodies. These are conducted according to the 2008-2013 and 2008-2009 evaluation plans, endorsed by the Executive Board.

2. At the request of the Executive Board, IOS is administratively managing the Independent External Evaluation of UNESCO, in addition to the above evaluations. This evaluation, conducted by a prominent team of evaluation specialists, is focused on UNESCO and its external environment, and how the Organization should position itself in the midst of the challenges and opportunities of the twenty-first century. As such it complements the reform agenda of the Director-General which also deals with these issues as well as matters of efficiency, delivery and internal procedures. The review being carried out by the United Nations Joint Inspection Unit is more focused on internal management systems.

A. Strategic Programme Objective Evaluations

3. The suite of SPO evaluations, foreseen in the 2008–2013 Evaluation Plan, is well under way:

SPO	Completed/ reported to Board	Completed early 2010	Under way	To commence later in 2010
1	✓			
2	✓			
3	✓			
4		✓		
5			✓	
6		✓		
7			✓	
8				✓
9				✓
10				✓
11		✓		
12			✓	
13			✓	
14	✓			

4. Listed below are the key achievements and challenges of the three SPO evaluations most recently completed.

SPO 4 – Fostering policies and capacity-building in science, technology and innovation

- *Achievement:* UNESCO has a comparative advantage in catalysing global scientific cooperation and in providing global leadership in building capacities and policy formulation.
- *Achievement:* UNESCO is one of the few international agencies to have a mandate to promote the cause of gender equity in science. The L'OREAL/UNESCO Awards and Fellowships for Women Scientists are widely known and effective in promoting greater participation of women in science.
- *Challenge:* Given UNESCO's limited financial and human resources, funds will need to be channelled into fewer and more strategic approaches.
- *Challenge:* UNESCO needs to provide more policy advice for capacity-building – focusing on science, technology and innovation for development. To do so, human capacities would need to be improved.

SPO 6 – Promoting principles, practices and ethical norms relevant to scientific and technological development

- *Achievement:* UNESCO is supporting national bioethics committees in almost all regions and fostering democratic debate in bioethics through regional and national-level expert meetings and networks. There is evidence that national legislation in multiple countries reflects the principles of the Universal Declaration on Bioethics and Human Rights (UDBHR).

- *Achievement:* UNESCO is leading the bioethics agenda internationally and has established comparative advantages in (1) promoting bioethics worldwide through capacity-building and awareness-raising activities through its mandate in the UDBHR; (2) being an honest broker on bioethics issues; and (3) providing a forum for agreements to be reached on how to tackle bioethics issues.
- *Challenge:* While the bioethics programme has been growing steadily ever since the adoption of the UDBHR in 2005, there is a risk that further expansion could undermine its effectiveness given limited resources.
- *Challenge:* The efficiency of the programme is limited by process issues and a lack of coordination.

SPO 11 – Sustainably protecting and enhancing cultural heritage

- *Achievement:* UNESCO has gained respect for its work in culture, both internationally and in individual Member States. UNESCO's strengths lie in its international stature, prestige, infrastructure and networks, which place the Organization in a leadership position to develop policy and practice and to broker relationships and resources.
- *Achievement:* UNESCO has made considerable efforts to support Member States with the ratification and implementation of the five Conventions related to protection of cultural heritage.
- *Challenge:* Priorities need to be formulated on the kind of technical assistance to be provided and at what stage.
- *Challenge:* Few activities undertaken in the framework of the museums programme are implemented jointly with the Education Sector or show clear linkages with ministries of education in Member States.

B. Organizational evaluations

5. Organizational evaluations cover aspects such as planning and human resource management. Examples include the evaluation of UNESCO's capacity to deliver, recruitment policy and practice and the Merit-Based Promotion Programme. An evaluation of learning and development at UNESCO has recently been completed, the key points of which are below.

Evaluation of learning and development at UNESCO

- *Achievement:* In the space of five years, UNESCO has moved from placing almost no attention on learning and development to implementing a policy through a suite of training programmes by way of a dedicated learning and development funding envelope each biennium.
- *Achievement:* The learning and development policy is generally consistent with good practice.
- *Challenge:* A change needs to be made from the current emphasis on training to a broader approach to learning and development.
- *Challenge:* Learning and development needs to be appropriately resourced, working towards the intended 3% of staff costs and considering allocation of a larger proportion to delegated funds.

C. Reviews of decentralized bodies

6. In the 2008-2009 biennium, IOS evaluated 11 field offices with around six foreseen for early mid-2010. The following systemic issues were identified through the reviews:

- Apart from Directors and Heads of Offices, most offices have limited capacity to carry out upstream policy work.
- Resource mobilization strategies for field offices need better formulation and implementation given that the relevance and effectiveness of offices is strongly related to the level of extrabudgetary funding.
- The communication and visibility of results needs more attention.
- Very few projects/programmes adequately address the issue of sustainability at the design stage and exit strategies are not always developed.
- Reporting lines between and among Headquarters sectors/services, regional offices and cluster/national offices are complex and result in poor communication, support and monitoring of field offices.
- Control monitoring by Headquarters remains a challenge due to the multiple reporting lines currently in place.
- Human resource management in the field needs improvement as does RBM practice.

D. Follow-up to recommendations and impact of evaluations

7. During 2008-2009, a total of 187 recommendations were issued, of which 96% were accepted and 47% were closed (refer to 184 EX/33 for further details). Each evaluation has made a contribution to strengthening programme management at UNESCO. Examples from each of the three types of evaluation are as follows:

SPO 1/2: An increased share of the 35 C/5 education budget is now being allocated to the sector's strategic priority areas.

- UNESCO's capacity to deliver: An Organization-wide risk management framework has been set up and is now being institutionalized in particular through the work of the Risk Management Committee established in late 2008.
- Evaluation on recruitment policy and practice: HRM has reduced the classification and recruitment time-frames through anticipated planning, forecasting and streamlining measures, updated the recruitment websites, implemented more focused advertising measures, and provided more professional support.
- Field office: As a follow-up to the evaluation of OREALC/UNESCO Santiago Office, the Regional Bureau for Education in Latin America and the Caribbean (OREALC) is currently implementing a new fundraising strategy that recognizes middle-income countries as emerging donors in the LAC region. This approach incidentally also is in consonance with the policy conclusions of the recently held UNESCO Future Forum and workshop on the "Special situation of middle-income countries in a reforming United Nations system" (Montevideo, Uruguay, 10-12 December 2009).



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and eighty-fourth session

184 EX/6
Part VI Add.

PARIS, 6 April 2010
Original: French

Item 6 of the provisional agenda

**REPORTS BY THE DIRECTOR-GENERAL
ON OTHER SPECIFIC MATTERS**

PART VI

EVALUATIONS COMPLETED DURING THE 2008-2009 BIENNIUM

ADDENDUM

**VIEWS OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU) ON THE
REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS: EVALUATIONS
COMPLETED DURING THE 2008-2009 BIENNIUM (DOCUMENT 184 EX/6, PART VI)**

SUMMARY

In conformity with item 2805.7 of the UNESCO Administrative Manual, the International Staff Association of UNESCO (ISAU) submits its observations on the reports by the Director-General on other specific matters: Part VI (Evaluations completed during the 2008-2009 biennium).

VIEWS OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU) ON THE REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS: EVALUATIONS COMPLETED DURING THE 2008-2009 BIENNIUM (DOCUMENT 184 EX/6, PART VI)

Evaluation of training

1. ISAU has already had the opportunity to express its support for training activities, which it sees as an important factor for staff development, and its belief that the Organization must cultivate talent and encourage staff members to acquire new knowledge and seek professional development.
2. Our Association therefore welcomes the recommendation that the resources allocated to training and development should be brought towards 3% of staff costs. The quite numerous staff members who would like to take up studies, and those who are already doing so using their own resources, would favourably welcome increased support from the Organization in this field.
3. ISAU considers however that the training programmes should be more closely associated with career progression, and that they must stem from a more rigorous and systematic approach, focused on results and taking into account the requirements of both Headquarters as well as field and bureaux offices. In that regard, we consider that it is important to define the objective and strategy of training and career development.
4. Some priority activities must also be undertaken, in particular, the establishment of an inventory of essential abilities, to significantly improve the content and quality of the training programmes currently offered and to adapt them better to work realities. The training programmes on offer in fields such as finance, human resources and procurement provide general knowledge and are not sufficiently specialized.
5. Furthermore, it is impossible to measure the results of training provided. The use of ready-made training programmes provided by private firms, which are difficult to adapt to the UNESCO context, has also been observed.
6. Lastly, ISAU hopes that the Organization will provide more career development opportunities and assistance to General Service staff, for whom this is currently very limited, and that the approach to the development of administrative officers, presently centred on the enhancement of management skills, will be refocused on the development of specialized skills.
7. Given the abovementioned observations, ISAU recommends the drafting and implementation of a comprehensive training strategy, applicable to both Headquarters and field staff, based on proven staff planning techniques and an assessment of the Organization's requirements. ISAU also recommends that study time entitlement be granted to staff members for learning and continuous and lifelong training online.
8. During the application phase of this strategy, it must be ensured that the training programmes are designed and managed transparently, and that staff members are properly informed of the programmes available. It will then be necessary to determine the extent to which these programmes enable staff members to better perform their functions, and to assess the cost-effectiveness of their implementation methods.

For the Executive
Sidiki COULIBALY
President of ISAU

PARIS, 26 February 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

PART VII

STRATEGY FOR THE IMPLEMENTATION OF GEOGRAPHICAL MOBILITY

SUMMARY

In accordance with 181 EX/Decision 6, the Director-General reports on the progress made so far on the implementation of the Geographical Mobility Strategy.

The financial and administrative implications of the reported activities fall within the parameters of the current C/5 document.

1. The new UNESCO policy on geographical mobility was discussed by the Executive Board at its 182nd session and was issued in November 2009. The purpose of this document is to inform the members of the Executive Board on the progress made thus far on the implementation of this new policy.
2. The new geographical mobility policy has the following objectives:
 - To respond to the operational needs of the Organization by ensuring that the Organization is able to assign international professional staff (P/D), with the appropriate skills and qualifications, to duty stations as and when required;
 - To ensure that UNESCO has a mobile and flexible workforce, with experience at Headquarters and field operations, in support of the Organization's decentralization policy;
 - To provide staff with opportunities that contribute to their professional career development.

As of January 2009, the following actions have been taken to implement the geographical mobility policy:

- (i) A new Geographical Mobility website was developed by HRM to provide country-specific information such as housing, living conditions, schooling opportunities and spouse employment. The purpose of the Geographical Mobility website is to enhance

staff members' understanding of the policies and processes relating to geographical mobility. It will also increase the awareness of staff of the advantages of mobility in their professional development within the Organization. The website will be online in February 2010.

- (ii) As part of the External Auditor's recommendation, an electronic questionnaire was developed and will be distributed in April 2010 to all international professional staff members to determine mobility interests and personal circumstances. The questionnaire will be mandatory for international professional staff to complete and submit to HRM.

3. Sectoral staffing plans are being prepared by Sectors/Bureaux in consultation with HRM. These plans will take into account staff who are due to move, the operational requirements, as well as the results of the staff questionnaire.

4. Briefings to staff members have been reinforced prior to assignment, especially for those staff members going to field duty stations.



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and eighty-fourth session

184 EX/6 Part VIII

PARIS, 19 February 2010
Original: English

Item 6 of the provisional agenda

REPORTS BY THE DIRECTOR-GENERAL ON OTHER SPECIFIC MATTERS

COMMUNICATION FOR DEVELOPMENT PROGRAMMES (C4D) IN THE UNITED NATIONS SYSTEM: UNESCO'S CONTRIBUTION

PART VIII

SUMMARY

In accordance with 181 EX/Decision 55 (para. 13), the Director-General transmits to the Executive Board the above-mentioned report illustrating UNESCO's engagement in the implementation of the United Nations General Assembly resolutions 50/130 and 51/172. The text reflects UNESCO's planned contribution to the biennial report entitled "Communication for development programmes in the United Nations system" that is submitted by the Director-General to the United Nations Secretary-General for transmission to the 65th session of the United Nations General Assembly. There are no additional financial or administrative implications for document 35 C/5.

1. The United Nations Inter-Agency Round Table on Communication for Development (UNRT), convened biennially by UNESCO, plays a significant role in bringing together United Nations agencies and international partners to discuss and debate the crucial role of communication for development (C4D), as well as its current practices. UNESCO is mandated to coordinate the UNRT by the United Nations General Assembly resolution 50/130 adopted in 1995 (and subsequent resolution 51/172 adopted in 1996), which requested the United Nations Secretary-General, in consultation with the Director-General of UNESCO, to report biennially to the United Nations General Assembly on the implementation and progress of C4D initiatives in the United Nations agencies. Since that time, UNESCO coordinates written inputs from 14 United Nations system organizations and transmits the report with an update of its own activities.
2. The definition of "communication for development", which one can find in United Nations General Assembly resolution 51/172 of 1996, stresses *inter alia* "the need to support two-way communication systems that enable dialogue and that allow communities to speak out, express

their aspirations and concerns, and participate in the decisions that relate to their development”. The General Assembly “recogniz[es] the relevance for concerned actors, policy-makers and decision-makers to attribute increased importance to communication for development and encourag[es] them to include it as an integral component in the development of projects and programmes”. Communication for development (C4D) practice is based on the principles of a two-way process as opposed to using communication channels to deliver information about what the United Nations does in each country.

3. The other United Nations agencies that practice C4D do so within their respective mandates often by campaigning specific issues in health, agriculture, environment etc. However, UNESCO’s support to the Member States in C4D is focused on building an enabling environment for effective communication and improving the capacities of people to express their aspirations and concerns, and thereby to participate in the development discourse. This report concentrates on UNESCO’s contribution to C4D in 2008-2009 within that context.

UNESCO’s approach and actions

4. UNESCO’s position is that C4D works most effectively when the requisite enabling environment is in place, that includes: a free, independent and pluralistic media system, where media are accountable to their audiences and through which open dialogue and debate can occur; open, transparent and accountable governance that encourages public discourse, broad public access to a variety of communication media and channels, as well as a regulatory environment that promotes non-discriminatory licensing for local radio and low-cost universal access to the Internet and telephone services; and an open society in which all groups are able to participate fully in development decisions, debates and decision-making processes.

5. UNESCO has taken important steps to facilitate the fulfilment of that requirement: upstream, by promoting standard-setting tools, enabling community media policy and forming strategic alliances and partnerships including in the United Nations system; downstream, through support to build media institutional and professional capacities; facilitate professional networks, strengthen United Nations system collaboration within the context of Common Country Assessment (CCA)/United Nations Development Framework (UNDAF) processes and increase interaction between key actors and stakeholders.

6. The Media Development Indicators (MDIs) endorsed by the Intergovernmental Council of the International Programme for the Development of Communication (IPDC) is a significant contribution made by UNESCO during the reporting period at the upstream level. The MDIs set the agenda around which the United Nations system can rally to identify gaps through multi-stakeholder assessments of the media sector and develop C4D capacities. They facilitate a holistic and coordinated United Nations approach by defining a unique framework to enable a C4D environment in the Member States and to foster more effective partnerships with and among the wider development community. The MDIs are modelled to objectively assess the extent to which a media system contributes to, and benefits from, good governance and democratic participation by examining specific or a combination of categories that make up a free, independent and pluralistic media environment, notably: (1) system of regulation; (2) plurality and diversity of media; (3) media as a platform for democratic discourse; (4) professional capacity-building and (5) infrastructural capacity. In their totality, the MDIs aspire towards the construction of media ecologies to ensure democratic participation, media pluralism and diversity. They serve as an important tool for guiding the efforts of both state and non-state actors working in the area of media development. The MDIs were effectively used in multistakeholder assessments to identify development gaps in the media landscapes of Bhutan, Croatia, Ecuador, the Maldives and Mozambique for which recommendations are transmitted to the relevant UNCTs, as well as state and non-state actors.

7. A series of field studies carried out by UNESCO in Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Uganda and Uruguay have contributed to the identification of entry points for C4D approaches and practice in CCA/UNDAF. Studies revealed that more work has to be done

with UNCTs to instil communication for development (C4D) within joint country programming. The current UNCT emphasis is on communicating results of the United Nations programmes rather than communicating for the expected results of the programmes. That difference to some extent constrains the full and effective downstream implementation of UNESCO's mandate on freedom of expression and free, independent and pluralistic media within CCA/UNDAF.

8. However, the "Delivering as One" initiative has been taken up as an opportunity to introduce relevant linkages and to improve overall awareness and institutional support for C4D in UNCTs. In this respect, UNESCO field staff have contributed to UNDAF discussions and working papers and raised awareness about C4D in more than 10 United Nations Country Teams.¹ Specific outcomes that mark initial steps include: a multistakeholder working group on C4D in Uruguay; a C4D strategy proposal for UNDAF in Chile and Mozambique; support to a first national policy on C4D in Niger; a joint national C4D strategic planning exercise involving the UNCT and the Ministry of Information in Rwanda, as well as preliminary C4D interventions planned in the CCA/UNDAF exercises of Kazakhstan, Tajikistan, the Cook Islands, Niue, Samoa and Tokelau.

9. The development of pluralistic media is a priority focus in all operational actions carried out by UNESCO promoting people's empowerment and active participation in their own development. People's engagement in development discourse requires different levels of media operations and functions including at community and grassroots levels. Public participation underpins the purpose of community media, which is distinct and different from national media.

10. UNESCO's action to empower marginalized communities with access to information expanded an informed development discourse and introduced opportunities for community radio and community multimedia centres in 37 countries² in all regions, including 20 in Africa. Policy advocacy in support of community media has taken great strides in countries like Bangladesh and India; at upstream level, UNESCO launched a process to identify good practices in the areas of policy and legislation, management and sustainability, innovative programming and evidence of impact. An expert meeting drew attention to the use of mobile phones as a delivery platform for media services. Two regional meetings in Namibia and in Mauritania encouraged legal recognition of and support to community radio through enabling legislations, transparent licensing and discounted license tariffs. However, in many countries significant reorientation is needed to introduce community media broadcasting regulatory policies.

11. UNESCO launched 26 regional and 107 national media development projects related to freedom of expression, community media and training of media professionals in 71 countries for a total of US \$3.7 million through the International Programme of the Development of Communication (IPDC).

12. Media professionals should have a deep knowledge of important issues and trends to put material they gather in a context that will engage public attention and increase public understanding of development issues in proportion to their true significance. For this to happen, media professionals in developing countries need opportunities to acquire multidisciplinary knowledge so they can increase their investigative capacities as partners in development.

13. In response to that need, UNESCO has introduced its widely acknowledged model curricula on journalism education as a standard for journalism education at tertiary level. The curricula are based on a comprehensive and multidisciplinary approach and are being adapted by 54 journalism schools in 44 developing countries. Specific courses include, in addition to foundation courses,

¹ Cameroon, Chile, Cook Islands, Kazakhstan, Mozambique, Niger, Niue, Philippines, Rwanda, Samoa, United Republic of Tanzania, Tajikistan, Tokelau, Uganda and Uruguay.

² Angola, Armenia, Bangladesh, Benin, Cameroon, Chad, Chile, Congo (training), East Timor, Ecuador, Gabon, Gambia, Ghana, Guyana, India, Côte d'Ivoire, Jamaica, Kenya, Kyrgyzstan, Mali, Malawi (training), Mauritania (training), Moldova, Mozambique, Namibia, Nepal, Nicaragua, Palau, Paraguay, Saint Kitts and Nevis, Senegal, Somalia, United Republic of Tanzania, Thailand, Uganda, Vanuatu and Zambia.

covering public health, politics, environment, education, social movement, science, business, sport and culture, media management, media economics and media law.

14. Similarly, UNESCO's criteria for excellence in journalism education have been adapted by 21 potential centres of excellence and of reference in journalism education in Africa. The centres are progressively fulfilling conditions to arrive at a standard of excellence with sustained support from IPDC and the regular programme. The experience in Africa has led to a similar initiative by three UNESCO Cluster offices in Latin America.

15. UNESCO's strategy to partner with media on education for sustainable development issues attracted considerable interest and led to the first international conference "Broadcast Media and Climate Change" organized in collaboration with the United Nations Environment Programme (Paris, September 2009). The event resulted in the exchange of six hours of broadcast content among national broadcasters to raise awareness on climate change in over 150 countries. The Paris Declaration adopted by the conference stressed that "access to relevant information on climate change is vital to sustain a living planet and for the survival of human beings". The stakeholders committed to improve the quality and quantity of content relating to climate change through capacity-building, networking and programme exchange. In this direction, UNESCO made a significant contribution by building a core of 230 media trainers to support capacity-building efforts in 56 countries. The model training manual *Media as partners in education for sustainable development: A training and resource kit* was produced in three major languages to sustain continued training in reporting sustainable development issues including climate change, water and biodiversity. A similar model was developed for TV trainers based on UNESCO's Global Network of Young TV Producers on HIV and AIDS, a content development and capacity-building platform that has supported 230 TV producers in 74 countries produce more than 100 short documentaries on HIV and AIDS.

16. Communication for development programmes cannot be effective without the conscious engagement of women in capacity-building platforms and decision-making. To highlight the need for gender parity in media professions and to bring gender perspectives into media content, UNESCO implemented the "Women Make the News" online campaign and forum. A Global Report on the Status of Women in the News Media in 66 countries was prepared in collaboration with the International Women's Media Foundation. The international conference "Ethics and Gender – Equality in the Newsroom" (Brussels) and a publication entitled "Getting the balance right: gender equality in journalism" was produced in collaboration with the International Federation of Journalists (IFJ). Thirty-six media executives from Mali and another 20 from Burkina Faso were trained on gender and ICTs.

17. Technology advancements in mobile phones and devices are increasing opportunities for people to process and consume user-generated content. Media literacy, a critical challenge, enhances people's capacity to understand and evaluate conditions for and functions of the media including basic competencies in media content production. UNESCO has developed a universal model on media and information literacy (MIL) as a key component of teacher education; assisted the Commonwealth Broadcasting Association (CBA) to launch guidelines for user-generated content and conducted four regional workshops to train trainers to enhance teachers' ability to impart media and information literacy with school children in the teaching-learning process.

Collaborative actions among United Nations agencies, funds and programmes

18. UNESCO hosted the 10th Round Table on Communication for Development in Addis Ababa from 12-14 February 2007. The recommendations were presented to the High-Level Committee on Programmes³ seeking to: qualify C4D in the United Nations system with higher priority; integrate its approach in relevant planning instruments including CCA/UNDAF guidelines; facilitate greater

³ CEB/2007/HLCP-XIII/CRP.9.

coherence and coordination of C4D at country level and institutionalize C4D within the United Nations system.

19. Follow-up to the above recommendations was further discussed at the Eleventh Round Table in Washington, D.C., from 11 to 13 March 2009⁴ co-hosted by UNDP and the World Bank with support from UNESCO. The two recommendations emanating from that event underline the need to (i) institutionally position C4D in the United Nations system and (ii) strengthen monitoring and evaluation through an inter-agency framework for which small working groups have been formed.

20. UNESCO has been entrusted with leadership by the inter-agency round table to articulate and promote C4D at country and regional levels and prepare documentation on good practices. UNESCO provided inputs to an inter-agency booklet on approaches to C4D in the United Nations system, a knowledge-management platform and a common monitoring and evaluation framework in collaboration with ILO, FAO, UNICEF, World Bank and WHO. UNESCO's actions will continue to be reflected in the agenda of the 12th Round Table which will be hosted by UNICEF.

⁴ UNDP, WB, UNICEF, WFP, FAO, ILO, UNESCO, UNECA, UNRWA, UNCDF, UNAIDS, UNFPA, UN-CEB, UNIFEM, UNDOCO-UNDG, WHO/PAHO.