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REPORT BY THE EXECUTIVE BOARD ON THE IMPLEMENTATION OF THE CURRENT PROGRAMME AND BUDGET (34 C/5) TOGETHER WITH THE RESULTS ACHIEVED IN THE PREVIOUS BIENNIUM (35 C/5)

SUMMARY

This working draft for the Special Committee of the Executive Board was prepared by the Secretariat to address 180 EX/Decision 25. The decision requested the Director-General to present a preliminary draft report by the Executive Board on the implementation of document 34 C/5 with results achieved in the previous biennium (35 C/3) as early as possible before its 181st session. It is a tentative draft "interpretative" narrative containing cross-references to the 179 EX/Decisions, 180 EX/Decisions, documents 179 EX/4 (Draft 35 C/3) and 180 EX/4. It is structured under section headings used for document 177 EX/46 Part II, which was the first such report of the Executive Board to the General Conference (34 C/9 Part II). The report will eventually be Part II of the Executive Board's Reports to the General Conference.

INTRODUCTION

1. **Purpose of the report:** This Executive Board report on programme implementation during the 2008-2009 biennium (34 C/5), together with the results achieved in the previous biennium (35 C/3) is presented in accordance with 33 C/Resolution 78 (para. 4), 33 C/Resolution 92 (Recommendation 13), and 34 C/Resolution 89. It is the second such report to be prepared by the Executive Board, the first of which (177 EX/46 Part II) had set out a framework and suggestions to enable the Executive Board in future to present a holistic view on the implementation of the programme. The report was prepared by (to be completed in light of the Board's decisions on the working method to produce the final draft) guided by a framework given in 176 EX/Decision 29, and debated by the Executive Board at its 181st session.

2. **Layout:** The report consists of four main sections which are all based on the relevant decisions taken by the Executive Board thus far this biennium, namely: (i) assessing key achievements and challenges; (ii) comments on relevance, human resources, cost effectiveness and sustainability; (iii) main lessons learnt; and (iv) recommendations.

ASSESSING KEY ACHIEVEMENTS AND CHALLENGES

3. **Results achieved and expected results:** Through the reports of the Director-General on the implementation of the programme (C/3 and EX/4 documents) and external evaluations, the Executive Board has been presented with a number of achievements and challenges associated with given programmes. The Executive Board in turn debated the reports and reflected its assessments in the various Executive Board decisions. The Executive Board welcomed the quick response by the Director-General to 34 C/Resolution 89, in particular the presentation in tabular form of results achieved against the C/5 document expected results for each main line of action (MLA), and his continued efforts to align the previously separate statutory C/3 and EX/4 reports at the end of the biennium (179 EX/Decision 4, para. 5). Further examples of decisions by the Board reflecting assessments of the implementation of the programme, include [the Executive Board may wish to reflect here other examples; the following gives an overview of the pronouncements by the Executive Board in this regard]:

- (180 EX/Decision 4, Part I, para. 8) on results achieved by various sectors, the Executive Board:

Notes with satisfaction the progress achieved in a number of main lines of action as demonstrated, *inter alia*, by the high-level attention devoted to efforts to combat illiteracy, the increased number of Member States having benefited from assistance in science policy development, enhanced inclusion of cultural components in common country programming, and the recognition gained of the media development indicators;

- (180 EX/Decision 4, Part I, para. 9) on the need to streamline capacity-building efforts in education as well as address several other challenges in the programmes; namely, the Executive Board:

Invites the Director-General to take the necessary measures to address the challenges identified in documents 180 EX/4 Parts I and II, and 180 EX/INF.19 and Corr. with regard, *inter alia*, to the need to streamline capacity development efforts in education by concentrating on an upstream approach, teacher training, science and technology training in Africa, the management of the World Heritage Centre, the UNESCO World Reports, and the facilitation of the World Summit on the Information Society (WSIS) process;

- (180 EX/Decision 7, para. 12) on the achievement of results and challenges recognized as reported in the *EFA Global Monitoring Report*; namely, the Executive Board:

Takes note of the findings in the *EFA Global Monitoring Report* that there has been considerable progress in many developing countries since the Dakar World Education Forum, especially regarding the increase in primary school enrolment, including the improvement in sub-Saharan Africa, but noting that many countries are still far from attaining the EFA goals;

- (180 EX/Decision 8, para. 3) on UNESCO's achievements in supporting the African Union Consolidated Plan of Action for Science and Technology; the Board:

Expresses satisfaction with the progress made and activities initiated to implement the UNESCO plan of action in support of the African Union Consolidated Plan of Action for Science and Technology, and in particular, in the area of science policy;

- (180 EX/Decision 48, para. 3) on the results achieved in the implementation of educational, cultural, scientific and media activities in Iraq; the Executive Board:

Acknowledges with appreciation the results achieved in the implementation of educational, cultural, scientific and media activities and the mobilization of substantial extrabudgetary resources to this effect.

4. **Suggestions from the Executive Board:** The suggestions made by the Executive Board concerning presentation of results achieved against expected results in tabular format are now routinely implemented by the Secretariat (177 EX/46 Part II). The tables for all the MLAs are presented in the EX/4 website.

COMMENTS ON RELEVANCE, HUMAN RESOURCES, COST EFFECTIVENESS AND SUSTAINABILITY

5. **Relevance:** The issue of relevance should be addressed in the context of the strategic objectives established by UNESCO's General Conference and monitored by the Executive Board. In this context it is important to underline the necessity to identify the concrete relevance or benefits for different sets of audiences such as governments of Member States, policy-makers, researchers or beneficiaries at large. The Board's decisions reflect many cases of relevance, for example:

- (179 EX/Decision 4, para. 10): on the relevance of UNESCO's programmes, namely, the Executive Board:

Welcomes the achievements made during the 2006-2007 biennium, which demonstrate that UNESCO continues to fulfil roles and furnish essential services to tackle challenges in all its fields of competence;

- (179 EX/Decision 10, para. 3) the Board:

Reiterates the need to preserve and safeguard languages as vehicles of peoples' identity and cultural heritage;

- (180 EX/Decision 21, para. 30) the Board:

Reaffirms UNESCO's commitment to continuing to promote quality education at all levels and lifelong learning, which are key to building equitable and sustainable knowledge societies;

- (180 EX/Decision 21, para. 46) the Board:

Underlines UNESCO's commitment to action on climate change, in particular by helping Member States to build and maintain the requisite knowledge base, and to mitigate the causes of climate change;

- (180 EX/Decision 21, para. 59) the Board:

Underlines the potential of philosophy to address contemporary challenges, as well as the promotion of philosophical dialogue and reflection and the teaching of philosophy to promote a culture of peace, taking into account UNESCO's experience in this domain;

- (180 EX/Decision 21, para. 65) the Board:

Acknowledges the vital role of creativity and cultural interaction, as recognized through a number of international legal principles enshrined in international UNESCO conventions in the field of culture.

- (180 EX/Decision 21, para. 65) the Board:

Emphasizes UNESCO's role in helping Member States to build inclusive knowledge societies.

- Policy recommendations were formulated within the European Union, the African Union and other regional communities, based upon policy-relevant research regarding the United Nations International Convention on Migrant Workers' Rights. UNESCO's role in this field has been further acknowledged through the participation of the Organization in the Global Migration group (35 C/3).

6. **Human resources management:** The Executive Board noted several challenges concerning human resources management, including issues with the recruitment of consultants during the biennium (33 C/5). These issues are being addressed by the Secretariat, and the Executive Board continued to assess the situation and decide accordingly; for example:

- (180 EX/Decision 6, Part I, para. 2) the Board:

Takes note of the work accomplished in the implementation of the human resources policy reform framework and of the medium- and long-term staffing strategy.

7. **Cost effectiveness:** The Executive Board requested the Director-General to report in the statutory reports on the achievement of expected results approved by the General Conference, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, following the principles of transparency, efficiency and rationalization. Reporting on cost effectiveness still remains a challenge, as noted by the Board. Examples of decisions concerning this include:

- (179 EX/Decision 4 para. 12) the Board:

Invites the Director-General to find the best means to overcome the challenges relating to results-based management, including results attainment and cost-effectiveness, as identified in paragraphs 102 to 125 of document 179 EX/4.

8. **Sustainability:** Sustainability is a continuing challenge which the Board has been addressing, and where the Board has encouraged development of parameters for future reports, including the development of exit strategies where appropriate.

- (179 EX/Decision 31, Part IV, para. 3) on progress made in implementing the plan for the reorientation of the Brasilia Office, namely, the Board:

Acknowledges the steady progress made in the implementation of the Plan for the Reorientation of the Brasilia Office;

- (179 EX/Decision 42, Part I, paras. 4, 5, 6, 7) on UNESCO's country level and One United Nations engagements; namely, the Board:

Takes note with satisfaction of the contribution made by UNESCO to United Nations reform processes, and in particular to the "Delivering as One" processes at the request of the governments concerned;

Welcomes the measures taken by the Director-General to strengthen UNESCO's country-level activities and capacities with a view to assisting governments in pursuing their national development priorities and attaining the internationally agreed development goals, including the Millennium Development Goals (MDGs);

Also welcomes the measures taken by the Director-General to strengthen UNESCO's country-level activities and capacities, helping to foster domestic ownership and leadership of the programme, building capacity, responding to national priorities and supporting the achievement of national, as well as the internationally agreed development goals, including the Millennium Development Goals; and

Commends the Director-General on his proactive role in coordinating activities and joint action with other specialized agencies and in establishing a constructive relationship with United Nations funds and programmes.

MAIN LESSONS LEARNT

9. **Telling the "programme performance story"**: document 177 EX/46 Part II noted that "UNESCO has not been very successful in assembling the information necessary to give an objective results-based account of the implementation of the programme". This was also linked to the lack of visibility of UNESCO action. The situation described above is changing with reports containing examples of developmental actions by Member States as a result of the advocacy work done by UNESCO. The good work of UNESCO is also increasingly being acknowledged by Member States and other organizations, for instance, using examples taken from the EX/4 and C/3 documents [the Executive Board may wish to reflect here other examples; the following gives an overview of the pronouncements by the Executive Board in this regard].

- According to the *EFA Global Monitoring Report 2008*, considerable improvements have been achieved, particularly in terms of the enrolment of school-aged children in primary education. Basic education is now compulsory in 95% of countries and territories. The numbers of out-of-school children have dropped significantly and net enrolment has risen in consequence, with the greatest improvements being witnessed in sub-Saharan Africa, as well as in South and West Asia. Public expenditure on education has increased by over 5% annually in these same regions.
- National budget allocations to literacy increased in LIFE countries (such as Burkina Faso, India, Mali, Nigeria and Senegal) following support to major literacy programmes, campaigns and initiatives.
- UNESCO supported both intellectually and financially the African Union (AU) Commission in elaborating a sectoral programme on science and technology for African development, subsequently adopted by the 2007 African Union Summit as Africa's "Consolidated

Science and Technology Plan of Action” (CPA). The role of UNESCO was acknowledged by the Heads of States and Government in their final declaration, which also includes a specific call on the Organization to assist in the implementation of the CPA. UNESCO’s contribution to the implementation process led by AMCOST (African Ministerial Council on Science and Technology) encompasses all three pillars of the Plan of Action (capacity-building, knowledge production and technological innovation), and focuses on the reinforcement or establishment of networks of centres of excellence dedicated to specific R&D and capacity-building programmes.

- The importance of scientific cooperation for peaceful dialogue demonstrated through a South and North Korean joint project to create a marine peace park along the Korean peninsula, as a UNESCO Transboundary Biosphere Reserve (cf. 179 EX/4 – Draft 34 C/3). In this regard, the Korea Environmental Policy Bulletin (Issue 1, Volume V) reported in 2007 that “Designating this area as a Peace Park will serve to change the symbol of the region from the tension between North and South Korea to cooperation between the two Koreas. In this regard the creation of the park will be promoted as a South and North Korean joint project. Relevant institutes and academia will direct data and information collection which will be available for both Koreas”.
- Of particular note also is the ranking of UNESCO-IHP as the most influential of all intergovernmental and non-governmental organizations concerned with freshwater issues by a recent comprehensive independent survey of nearly 40 water-related institutions carried out by the Udall Centre for Studies in Public Policy at the University of Arizona, and entitled “Global Water Initiatives: What Do the Experts Think? Report on a Survey of Leading Figures in the World of Water” (cf. 180 EX/4, para.18). The survey was originally presented at the Conference on Impacts of Megaconferences on Global Water Development and Management (Bangkok, Thailand, 29-30 January, 2005), sponsored by the Third World Centre for Water Management (Mexico) with support from the Sasakawa Peace Foundation (SPF-USA and Japan). The complete text of the survey features in “Impacts of Megaconferences on the Water Sector”, the first pioneering study to assess the impacts of the megaconferences on water policies, programmes and projects at global, regional and national levels, co-published by Springer, the Third World Centre for Water Management and SPF-USA in 2009.
- Document 174 EX/4 – Draft 34 C/3 reported that “New research challenges posed by the international symposium on “The Ocean in a High CO₂ World” (10-12 May 2004) attracted major media attention (*The New York Times*, CNN, BBC, *Financial Times* of London, etc.) and resulted in a special issue of the *Journal of Geophysical Research*”. In a recent article dated 3 July 2008, the prestigious science journal *Nature* retrospectively highlighted this meeting, calling it “a turning point in expanding awareness among scientists about acidification”. The article, entitled “Getting it across: Scientists need a carefully crafted strategy to catch the attention of policy-makers”, uses the **IOC** symposium as an example to illustrate how the issue of ocean acidification was first brought to the attention of the international scientific community and catalysed other reviews of the subject that reached both the general public and decision-makers. The United States Government is now in the final stages of passing a bill to develop a multi-million dollar research programme to address acidification, and the European Union (EU) has just approved a 5-year \$20 million research programme concerned with the same issue. The IOC is a partner in the EU project, ensuring that the EU and non-EU research activities are coordinated. Additionally, this event represents a good illustration of UNESCO work in line with the recommendations of the Review of MPs II and III, especially recommendation 2 on addressing new scientific paradigms: incorporating “cutting-edge” research.
- UNESCO, through IBC, IGBC and COMEST, has confirmed its role internationally as the forum for an interdisciplinary, multicultural and pluralist exchange, as well as an essential element in programme implementation and promotion of ethical reflection.

- Two major standard-setting instruments were adopted during that period: the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. In addition to the two Conventions, the UNESCO Declaration concerning the Intentional Destruction of Cultural Heritage was adopted in 2003 and the Second Protocol to the Hague Convention entered into force in March 2004.
- The concept of knowledge societies which UNESCO has been advocating – based on the four principles of freedom of expression, universal access to information and knowledge, access to quality education and the promotion of cultural diversity – is increasingly recognized as essential for attaining the Millennium Development Goals (MDGs), and progressively taken on board in United Nations system approaches for harnessing communication for development (Results – Concept of “knowledge societies” taken on board by the United Nations system and others). The fact that UNESCO was being assigned one of the leading roles in the WSIS implementation process was recognition of its contribution as a significant actor in the area of communication and information for development.
- UIS education and literacy data were featured in reports and international databases, such as the *EFA Global Monitoring Report*, the *World Development Indicators* (World Bank), the *Human Development Report* (UNDP), the *State of the World’s Children* (UNICEF), and the Millennium Development Goals.

10. Partnerships and UNESCO’s constituencies: Work with partners has characterized the work and achievement of results by UNESCO. Examples include:

- L’Oréal-UNESCO prize for women in Science; and
- The strategic partnership with UNDP delineating the respective responsibilities of the two organizations and envisaging joint programming and collaboration at the country level in the context of United Nations country teams, and promoting the contribution of National Commissions to common country programming exercises.
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RECOMMENDATIONS

Building on its experience in producing the first assessment report to the General Conference (34 C/9 Part II), the improvements made by the Secretariat to both the EX/4 and the C/3 documents, and the debates in the Executive Board concerning the content and process for preparing the report, the Executive Board recommends the following:

- that the Director-General continues to improve the assessments in, and the presentation of, the statutory reports: EX/4 and C/3 documents;
- that the Board itself continues to seek to be as specific as possible in its assessments concerning the achievement of results when formulating decisions nurtured, *inter alia*, by observations made during the general debate and debates on EX/4 and EX/5 documents, notably in the PX and FA Commissions;
- that the Executive Board further develops its approach for the completion of its report on the implementation of the current programme and budget (C/5) together with the results achieved in the previous biennium (C/3), to include
- that ...



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CORRIGENDUM

The title of the item should read as follows:

**REPORT BY THE EXECUTIVE BOARD ON THE IMPLEMENTATION
OF THE CURRENT PROGRAMME AND BUDGET (34 C/5)
TOGETHER WITH THE RESULTS ACHIEVED IN THE PREVIOUS BIENNIUM (35 C/3)**