Guidelines for the formulation of 35 C/5 (2010-2011 biennium) regular programme work plans (Activity/Office 5)

These guidelines are designed to assist responsible officers to formulate their work plans for the 35 C/5 (2010-2011): Activity and Office 5 elements. Clarifications and specific examples are provided for the information requested in the template.

Bureau of Strategic planning

Responsible officers can either create a programme "Activity" ("Institute" for Category I Institutes) or a programme support "Office 5". Both Activities and Office 5s can be used by a Programme/Support Sector or a Central Service. For Activities, it is mandatory to fill in each of the fields listed below. For Office 5s, it is mandatory to fill in the information requested under sections 1 to 6 and sections 17 and 19.

Note: Information relating to many of the fields mentioned below can be selected through drop-down menus.

To complete the work plan template, responsible officers should access the following intranet address: http://35c5workplansforms.unesco.org. Should you require additional information and guidance, please contact sister@unesco.org.

1. Title:
The activity corresponds to the operational programme level of UNESCO. The title of the activity should set out its purpose and main thrust (topic/theme) in a **short** and action-oriented manner, thereby providing its overall scope (e.g. "Integrating intercultural dialogue and cultural diversity into national policies of country X" or "Support to development of independent and pluralist media of countries Y and Z").

2. Responsible Officer (Last name, first name)**:**
The responsible officer is the person accountable for the programming and implementation of the activity.
      Assistant (Last name, first name)**:**
The person selected will be able to enter the information on behalf of the responsible officer. This role does not entail a responsibility unlike the deputy.
Note: the officer designated "assistant" of the responsible officer cannot carry out actions in relation to the validation cycle (i.e. request validation, validate or invalidate).

3. Deputy (Last name, first name)**:**
The deputy seconds the responsible officer and acts as officer-in-charge in the absence of the responsible officer. Note: this person can be someone hierarchically above the responsible officer.

4. Implementing Field Office or HQ Division (Fund Centre)**:**
Select from the drop-down menu the Field Office or HQ Division responsible for implementing the activity (corresponding to the 3-letter acronym of this entity).

For activities implemented by a Field Office or a Category I Institute, the fund centre corresponds to the acronym of the office (e.g. "BEI" for Beirut, "BRZ" for Brasilia or "IBE" for International Bureau for Education). For Headquarters activities, it refers to the Division or Bureau, (e.g. "COM" for Communication Development Division (CI/COM)). This information enables a categorization of the activities by Headquarters, Field Offices or Category I Institutes.
      Associated Field Office(s), Institute(s) or HQ Division(s) (as appropriate):
Select from the drop-down menu all other Field Office, Category I Institute or HQ Division involved in the implementation of the activity. If not, this implies that the implementation is undertaken without the involvement or collaboration of any other UNESCO entity.

5. This activity will contribute to the following Major Programme/Office 1:
Select from the drop-down menu the Major Programme/Office 1 to which the activity pertains (e.g. "Part II.A. I. Education" or "Part I. General Policy and Direction"). You may refer to the Major Programmes and Parts detailed in the 35 C/5.

6. This activity will contribute to the following MLA and be attached to the corresponding grouping:

MLA: Select the title of the Main line of Action [or Chapter for Support Sector and Central Services] of the 35 C/5 to which the activity contributes (e.g. "MLA 2: Strengthening science education and capacity building in the sciences").

Grouping: Select the title of the Grouping to which the activity contributes. The Programme/Support Sectors and Central Services use this administrative level according to their specific needs. Some Programme/Support Sectors and Central Services group the activities by region, some by thematic area and some by expected result. Depending on the MLA selected above, a set of relevant Groupings will be proposed in the drop-down menu. For more information, please contact the Executive Office of the relevant Programme/Support Sector or Central Service.

7. This activity will contribute to the following MLA expected result(s):
Once the relevant MLA has been identified, select the MLA expected result(s) to which the activity contributes (e.g. "MLA 2, expected result 7: Member States assisted in engineering capacity-building and innovation as well as the development of relevant policies"). This ensures a cascading results chain from the policy (35 C/5) to the operational level (work plan). As such, it ensures that activities relate and contribute directly to the expected results approved by the General Conference and will facilitate reporting. This link established between the results at different programme levels ensures that the Organization focuses its resources on attaining the results defined at the highest levels.

8. This activity will also contribute to the following expected result(s) of Global Priority Africa and/or Global Priority Gender Equality (as appropriate):
In line with the Medium-Term Strategy (34 C/4) the Organization accords global priority to Africa and Gender Equality. Under each Major Programme, specific expected results along with performance indicators and associated benchmarks are defined for the Organization's global priorities: Africa and Gender Equality. If relevant, specify the expected result(s) of the priority(ies) to which the activity contributes. The specific contribution of the activity to the global priority should be reflected in the implementation strategy and expected results.
It should also be noted that Global Priority Africa is also addressed through an Intersectoral Platform in the 35 C/5 (please refer to section 9 hereunder).

9. This activity will also contribute to the following Intersectoral Platform's expected result(s):
The 12 Intersectoral Platforms (IP) introduced in the 34 C/5 within the framework of the 34 C/4 have been maintained for the 2010-2011 biennium. To clarify the focus and aim of the various platforms, a distinction is made between the three coordinating Intersectoral Platforms (Priority Africa, SIDS and PCPD) and the nine thematic Intersectoral Platforms. For each of the IPs strategies and dedicated expected results have been defined. An activity may contribute to a thematic intersectoral platform and its expected result(s) and/or to a coordinating intersectoral platform and its expected result(s). When an activity contributes to an IP's expected result(s), select the IP and the corresponding expected result(s).
Note: The expected results of the coordinating IP "Priority Africa: coordinating and monitoring the plan of action to benefit Africa" reflect also the supportive role of the platform in enhancing regional integration. Thus, they do not overlap with the ones defined under the focus on Global Priority Africa section for each Major Programmes.

10. Implementation Strategy (including justification/identification of needs, modalities of action and target groups):
The implementation strategy explains how to move from the current situation to the one described in the expected result ("result statement"). It should be action-oriented specifying the:
- Major issues to be addressed and relevant baseline;

- Rationale of the interventions to be undertaken, the key outputs deriving from them, the expected result(s) to be attained and measures to follow up on them;
- Major beneficiaries and key partners and their expected roles;
- Conclusions of a risk analysis related to the implementation. An uncertain event may impact the performance of the programme delivery either positively or negatively. The measures foreseen to mitigate the negative impact of a threat should be formulated.

For activities that are expected to continue beyond the biennial timeframe, including the long-term result foreseen is recommended in order to provide the overall perspective of the activity. The reinforcement of an activity by an Extrabudgetary Project should also be specified when appropriate. It is recalled that beneficiaries and partners should be involved from the planning/programming stage to favour ownership and sustainability of the activity.

11. Expected results of this activity (you may not enter more than 10 expected results)**:**

Expected Result N° 1: The expected result (or "result statement") describes a concrete, visible and measurable change in state, induced by the intervention(s) to be undertaken. It expresses the change induced by the implementation of the activity. In other words, it should convey how a specific situation is expected to be different from the current situation. For this reason, it should articulate what is to be different rather than what is to be done. In many cases, the expected result relates to the use of outputs by intended beneficiaries.

Formulation of results should follow the "SMART" criteria ('Specific, Measurable, Achievable, Relevant and Time-bound'). Results are often formulated in the past tense, as they describe the end situation expected after the interventions have taken place.

Examples:
1) Science and Technology Strategic Plan, in line with European standards and responding to the EU accession requirements elaborated and adopted by national authorities in country X.
2) Policy and planning, and monitoring and evaluation in country X is based on high-quality data collection, analysis and interpretation.
3) Integrated heritage policies, plans and strategies of countries X, Y and Z developed in line with international conventions.

N°	Performance indicator(s) (a maximum of three):	Means of verification	Programmed benchmark
	Performance indicators provide indications of the change. They are used to measure progress related to an expected result or an aspect of it. There is a tendency to formulate process indicators referring to the different steps of the implementation (e.g. "Number of HIV/AIDS prevention workshops organized" or "Network among scientists established"). It is better to define indicators of change rather than of process, referring to what you want the beneficiaries to do differently after the intervention (e.g. "% of schools integrating HIV/AIDS sensitive teaching material" or "Number of women scientists participating actively in the network established" or "Number of initiatives	(data source) (Optional): The data sources and methodologies used to measure and analyze performance (e.g. "Policy adopted reflecting the gender sensitive recommendations" or "Report summarizing the conclusion of a survey"). This field is optional.	(on the basis of baseline data if available*[1]): UNESCO defines the term *benchmark* as a target associated to a performance indicator. The benchmark is ideally accompanied by baseline data describing the situation before the implementation. Baseline data is the starting point from which progress towards expected results will be measured, while the benchmark is the target expected to be achieved by the end of the biennium (e.g. "50% of schools

undertaken by women scientists participating actively in the network established").		(Baseline: 10%)").

*[1] The baseline is to be indicated next to the benchmark in brackets.

12. Geographical scope of the activity (choose one of the following categories)**:**
- None/Internal institutional benefit
- Global
- Regional (please select the benefiting region(s))
- Sub-region/Group of countries (please select the benefiting Sub-region(s)/Group(s) of countries)
- National (please select the benefiting country(ies)/territory(ies) and specify the amount per benefiting country/territory)

An activity can have a global, regional, sub-region/group of countries or national scope. These categories are mutually exclusive.

For activities that are not global in scope, specify the region(s), sub-regions/group of countries or countries benefiting from the implementation of the activity.

For activities that are national in scope, specify the estimated amount per benefiting country.

For inter-regional activities (e.g. "Asia and the Pacific" with "Latin America and the Caribbean"), more than one region may be selected.

Note: For activities which do not have a direct geographical scope, the category "None/Internal institutional benefit" may be selected. This is the case for most activities within the framework of the Learning and Development programme where the purpose of the activities is to enhance the skills of the UNESCO personnel. This implies that the benefit is considered as internal to the institution. This is likewise often the case for activities in the Central Services and the Support Sectors as well as for internal coordination activities within the Programme Sectors.

13. **This activity has targeted interventions in favour of** (Youth; LDCs; SIDS; Disadvantaged and excluded groups; Most vulnerable segments of society; Indigenous Peoples)**:**
Where relevant, check the applicable box(es).
The specific contribution of the activity to the groups or group of countries should be reflected in the implementation strategy and the expected results.
Note: If none of the categories under this section is relevant to your activity, you may select "None".

14. This activity addresses the following specific programme issues (UN Decades/Years; Dialogue among civilizations and cultures; South-South cooperation; Post-Conflict/Post-Disaster situations)**:**
Where relevant, check the applicable box(es). For UN Decades/Years, specify to which Decade/Year the activity will contribute.
The specific contribution should be reflected in the implementation strategy.
Note: If none of the categories under this section is relevant to your activity, you may select "None".

15. <u>Only in the case of an activity implemented by a Field Office:</u> This activity is part of a common country programming document (e.g. UNDAF; Delivering as One programme/plan; MDG-F; etc.) (In the case of UNDAFs and One plans, specify the outcome/output to which it contributes)**:**
This part is only relevant for activities implemented in the Field.
Indicate if the activity is part of a common country programming document. If yes, specify the document and the section in it in which UNESCO's participation is set out.
Note: The UNESCO Country Programming Document (UCPD) is not a common country programming document.
Note: If none of the categories under this section is relevant to your activity, you may select "None".

16. This activity involves the following partnerships (Name and Specific expected role per partner)**:**
List the external partners involved in the activity and their role.
Examples of different types of external partners:
- Foundation X: makes available a conference room and rooms for 20 participants (in-kind contribution).
- Ministry of Science and Technology of Country Z: participates in resource mobilization, provides technical support and expertise.
- Local and international NGOs working in the field of women and gender: expertise, organization of conferences and seminars on specific topics, review of survey questions.
- Private Enterprise T: Financial contribution and partner in the promotion campaign.
- Category II Institute Y: Implementation partner.
- National Commission of Country Z: Coordinator of participating line ministries.
Note: Internal entities (e.g. "HQ Divisions/Sections/Units", "Field Offices" or "Category I Institutes") are not considered as external partners. In-house cooperation should be included, as appropriate, under Section 4 in the "**Associated Field Office(s), Institute(s) or HQ Division(s) (as appropriate):**" field and detailed in the implementation strategy (section 10).

17. Proposed Budget (US$):
Allotment 2010 (US$): Allotment 2011 (US$): Total Allocation (US$):
Specify the Regular Programme yearly allotments and the total allocation expected for the implementation of the activity. Once the budget is allotted, this information will be replaced by a synthesis of budgetary information uploaded directly from FABS.

18. Contribution in kind (as appropriate):
Specify the estimated amount of the Contribution in kind along with its description.

19. Breakdown of Total Allocation by categories of expenditures (US$):

Staff Travel	USD
Temporary assistance/Consultant *[2]	USD
Others	USD

*[2] All types of contracts related to a person (temporary, supernumerary, individual consultant, SC/SSA) except permanent staff contracts.

Estimate the envelope that you intend to use for "Staff Travel" and for "Temporary assistance/Consultant". Please note that the category "Others" is automatically calculated with the remaining amount of the Total Allocation.
● "Staff travel" category includes the estimated envelope in US$ for staff travel on mission.
● "Temporary assistance/Consultant" category includes the estimated envelope in US$ for individual-related contracts. It therefore includes supernumerary, temporary assistance, service contracts (SC) and Special Service Agreement (SSA) in the Field and individual consultant. This category excludes other contractual services such as fee contracts, contracts with NGOs, Nat Coms or other institutions which are enclosed under the category "Others".

20. Extrabudgetary Funding (as appropriate):
If the Regular Programme element is reinforced by Extrabudgetary Project(s) it/they will be listed and accessible from here. If funds are to be mobilized to complement this Regular Programme element, a link to the CAP Outline will be provided here. It is also possible to modify this association by indicating the code of a new CAP Outline to which the Regular Programme element is associated, keeping in mind that a RP element can only be associated to a single CAP Outline.