



United Nations
Educational, Scientific and
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Organisation
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Organización
de las Naciones Unidas
para la Educación,
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Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

Report by the Director-General on the execution of the programme (34 C/5) (01 January 2008 - 30 June 2009)

Field management and coordination

Part III – Support for Programme Execution and Administration

Paragraph 11008

III.A – Field management and coordination

Regular budget: Activities (rounded to \$ thousand)	
Planned: \$20 960	Actual: \$16 903

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
Revised strategy for UNESCO's field presence at the country level prepared at an early stage for consideration by governing bodies;	<ul style="list-style-type: none"> The Decentralization Review Task Force (DRTF), in this 2^oPhase, held 4 meetings to consider longer-term measures for strengthening field presence within the new context of the reformed UN at country level, revisit accordingly the current decentralization strategy and conduct consultations with National Commissions as appropriate. It assessed the impact of UN country-level reform on programming and budgeting. In particular, it concluded to develop further its country-level positioning through a more flexible approach to decentralized programming in order to adapt to specific and evolving national priorities, UNDAF and country demands which may not correspond to all Main Lines of Action approved and budgeted for in C/5 documents. Principles and guidelines were developed to drive the design of responses to the decentralization challenges. The Director General submitted to the Executive Board, at its 181st session, a progress report (doc 181 EX5 add) including guiding principles to drive the long-term adjustments to UNESCO's decentralized system. 	<ul style="list-style-type: none"> National Commissions constitute a significant comparative advantage for UNESCO among the UN agencies but their existing capacities varied widely. There is an urgent need to enhance their management capacities. National Commissions welcomed UNESCO-UNDP MOU. The country-level focus will have to integrate relevant components of regional and global programmes into national programming documents; To preserve its comparative advantage at global level while leading planning and implementation processes at country level; UNESCO has to cater for different phases of planning and conceptualization. Necessity to make selective and strategic choices on programmes to implement in consonance with the delivery capacity of the Organization in order to be sustainable and realistic on financial allocations in the medium-term. 	Meetings of the DRTF involving all ADGs, Directors of Central Services and 12 Directors/Heads of Field Offices took place at Headquarters. Staff travels were undertaken in the most cost-effective way and in conformity with the rules and regulations.	
Frameworks for decentralization accountability harmonized and strengthened;	<ul style="list-style-type: none"> A three-fold approach has been developed, that covers the planning and implementation stages, for which corresponding accountability mechanisms have been settled, The planning stage has been reviewed, with Programme Sectors, the budgetary allocations to and human resources of each Field Office (FO). The Performance Agreement for Senior Managers enabled a collegial performance evaluation for DIR/Chief of FOs in 4 broad areas of responsibility: programme management, partnerships/external relations, people management and financial 	<ul style="list-style-type: none"> Upon their availability, the results of the 180° appraisal of UN Country Teams members are brought to the attention of the Senior Management Performance Panel for consideration when reviewing the results 		

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	<p>management.</p> <ul style="list-style-type: none"> • Job descriptions of DIR/Chief of FOs have been redrafted in order. to spell out their specific accountabilities to Sector ADGs, the comptroller, and BFC. 	<p>achieved in terms of involvement in UN country-level coherence processes.</p>		
<p>Participation in One United Nations reform initiatives strengthened at country level, and coherent action between Headquarters and field offices promoted;</p>	<ul style="list-style-type: none"> • Reinforcement of the management, administrative and logistic capacities of the FOs involved in "Delivering as One" UN pilots, in 2008/2009 UNDAF roll-out countries exercises and in other UN Country teams' joint initiatives at country-level through: <ul style="list-style-type: none"> - Assistance (temporary human resources and travel funds) to 20 Field Offices to enable them to concentrate on UNCT initiatives in 29 countries (15 of which where UNESCO has a Non Resident Agency-NRA status) without jeopardizing the implementation of UNESCO's regular programme and projects. - 2 antennas in Rwanda ("Delivering as One" UN pilot country) and Papua New Guinea (very active UNCT) to facilitate UNESCO's involvement. - 5 project antennas, for the strict duration of MDG's Fund projects, in countries where UNESCO is NRA. • Guidance to FOs on issues such as common UNCT services (3 missions: Tanzania, Vietnam and Mozambique) 	<ul style="list-style-type: none"> • Effective and efficient involvement of UNESCO Field Offices in "Delivering as One" UN Pilots and other joint UNCT programming and management initiatives requires adapting to evolving objectives and needs through flexible mechanisms. 	<p>Funds were allocated by BFC to FOs (US\$ 858 267) after submission and approval of work plans from the concerned Field Offices and a thorough analysis and prioritization of needs.</p>	<p>FOs have benefited from specific financial and human resources for temporary assistance and alternative arrangements in order to ensure sustainability of UNESCO's involvement in "Delivering as One" and UNDAF, during the whole country-level process.</p>
<p>Integrated approach to performance assessment of field office Directors and heads put in place;</p>	<ul style="list-style-type: none"> • Performance Agreements for Field Offices' Directors/Heads defining key expected results for all their programmatic, management, representational and security functions (with corresponding performance indicators) have been established. 			
<p>Operating budgets of field offices monitored and their management and administration improved;</p>	<ul style="list-style-type: none"> • Increased awareness of FOs on accountability of budgetary, financial & administrative issues. • Completion of 4 AO Training Workshops, AFR, ASIA, ARB, LAC regions. • Regular monitoring and increased control of FOs' budgets by AO/Unit at HQs. • Institutional Training Workshops: - UNESCO office team in 5 Field Offices have benefitted from this training programme and consequently have received first hand knowledge and insight into the mandate, history, 	<p>Importance of establishing a common understanding of cost-sharing and its budgetary implications.</p> <ul style="list-style-type: none"> • Difficulties to align the workshop dates with the availability of appropriate resources persons. 	<p>FOs have to exercise caution in their possible commitments and contributions to joint UN Houses and other joint endeavours.</p> <p>Funds utilised in an efficient manner ensuring to cut down on expenses as much as possible: the number of resource persons has been reduced from 4 to 3 persons. This activity is</p>	

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	<p>functioning of the Organization.</p> <p>Three additional training workshops (Tehran, Santiago and Yaoundé) are foreseen in the second part of this year (November and December).</p>		<p>undertaken on a cost sharing basis between Headquarters and Field Offices. Where necessary, Field Offices try as much as possible to obtain rent-free premises for hosting the training or to negotiate lower rental fees.</p>	
<p>Awareness raised among field and Headquarters staff of field security issues and related delegation of authority and accountability, as well as of security policies and guidelines;</p>	<ul style="list-style-type: none"> • Implementation of the Table of Delegated Authority and Accountability on Field Security Management (Admin. Circular 2295 of 14 August 2007). • Strengthened capacity of all UNESCO personnel to effectively handle their security and safety responsibilities through enforcement of the mandatory completion of the Basic and Advanced Security in the Field training programmes. • Launching of UNESCO Field Security Awareness e-training (mandatory as of 1 June 2009 for all official travel). • Implementation of the new IT UNDSS tool for security clearance (ISECT) and monitoring of the compliance with established procedures through appropriate travel order processes. • Development, dissemination and monitoring of the implementation of UNESCO specific security policies including policy regarding travel related security requirements. • Effective and timely dissemination of the security guidelines and procedures. • Availability of security information via UNESCO intranet. 	<ul style="list-style-type: none"> • Need for an adequate monitoring of compliance with the security requirements, in particular training and ISECT travel recording. • Importance of travel notification for travel to non-phase countries and personal travel for tracking of staff in emergency situations. 		
<p>United Nations Department of Safety and Security (DSS) instructions regarding safety and security of premises and staff in the field implemented;</p>	<ul style="list-style-type: none"> • Implementation of all security requirements (MOSS, MORSS) of Field Offices as instructed by UNDSS. • Introduction of the new Security Risk Management (SRM) model. • Improved compliance with UNDSS standards conducive to safer and more secure working and living conditions of staff. • Effective and timely response to security emergency situations. 	<ul style="list-style-type: none"> • Continuous need for close monitoring of Field Offices' compliance with security assessment and of their overall observance of prevailing UNESCO policies and procedures. • Slow implementation by certain Field Offices of MOSS security measures foreseen in the revised 2009 field security workplans. 		

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	<ul style="list-style-type: none"> • Continuous monitoring of the status of security compliance of UNESCO Field Offices. • Maintenance and updating of staff lists (emergency planning and Malicious Acts Insurance Policy) and lists of essential/critical staff designated within country security plans. • Active support in identification of alternative premises compliant with prevailing security standards (including mobilization of support from host country authorities). • Assistance to the Field Offices in pandemic contingency planning. 			
<p>Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, Office for the Coordination of Humanitarian Affairs (OCHA) consolidated appeals, strategic and programmatic frameworks, as well as funding mechanisms;</p>	<ul style="list-style-type: none"> • Participation in the Executive Committee on Humanitarian Affairs (ECHA). • While not a member of the International Arctic Science Committee (IASC) member, UNESCO has strengthened its role in the Education and Early Recovery humanitarian clusters of IASC, both at global and UN Country Team levels. • Participation in joint UN humanitarian appeals, notably for Central African Republic, Gaza, Iraq, Haiti, Myanmar and the Occupied Palestinian territories, Somalia, Sudan. • 8 FOs will be participating in the "Conflict Resolution & Peacebuilding" thematic window of the Spanish MDG Achievement Fund. • FOs benefited in 2008 (Havana, Islamabad) and 2009 (Islamabad) from the OCHA Central Emergency Response Fund (CERF), in the field of emergency education. 	<ul style="list-style-type: none"> • Close linkages to and good knowledge of UN mechanisms for humanitarian coordination at Headquarters and UN Country Team level is essential. 	<p>Funds allocated through the PCPD Intersectoral Platform secretariat (BFC/CPO) have been catalytic to extra-budgetary resource mobilization and the inclusion of proposals in common UN funding appeals by FOs, notably for the 2009 Gaza Flash Appeal and Myanmar's 2008 Cyclone Nargis.</p>	
<p>Effective post-conflict and post-disaster operations with proper infrastructures and administrative mechanisms put in place.</p>	<ul style="list-style-type: none"> • Further to Executive Board decision 174 EX/48, a Post-Crisis Special Account was established and first put to use in support of UNESCO projects in the 2009 Gaza Flash Appeal. • A BFC/CPO Intranet PCPD Knowledge Management database is being launched in 2009, in support of effective PCPD field responses by cataloguing "Best Practices" and providing crisis-specific guidance, project templates. • A public information PCPD website, targeting donors, 	<ul style="list-style-type: none"> • Headquarters and FOs can benefit from a systematic compilation of analyses and "best practices" guidelines. The PCPD Intersectoral Platform secretariat (BFC/CPO) undertook investments in PCPD knowledge management. • Advocacy and public information, including PCPD Website development, should be strengthened in line with comparable UN and other humanitarian partners. 		<p>Targeted regional trainings increase the number of senior Field Office staff who are trained in preparing and planning PCPD responses. The regional trainings also connect and build networks among field staff and PCPD focal points in relevant Headquarters Central Services and Sectors.</p>

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	<p>partners and the public at large, is under development in the current biennium.</p> <ul style="list-style-type: none"> • In 2009, BFC/CPO organized targeted regional trainings to Field Offices, starting with Asia and LAC regions, on "Preparing and Planning a UNESCO PCPD Response". A Headquarters training and a regional training for African Field Offices are planned before the end of 2009. • The PCPD Intersectoral Platform -convened since early 2008- allows for coordination between relevant PCPD FOs, Headquarters (HQ) focal points, and senior UNESCO management. 	<ul style="list-style-type: none"> • Intersectoral coordination and direct communication with affected PCPD FOs can improve the quality and appropriateness of UNESCO's overall response to PCPD situations. PCPD units at Headquarters must broaden interaction with and further demonstrate to Field Offices that HQ can provide timely and essential strategic guidance and rapid backstopping in PCPD situations. • Targeted regional trainings for Field Offices will better ensure that UNESCO's capacities and mandates are recognized by UN partners and donors. 		