United Nations
Educational, Scientific and
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Organisation
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pour l'éducation,
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Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

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)

Internal Oversight

Part I – General Policy and Direction
I.B – Direction

Paragraph 00508

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Chapter 5 – Internal Oversight

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Regular budget: **Activities** (rounded to $ thousand)	
Planned: $1 134	**Actual: $902**

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
Quality and cost effectiveness of evaluation outputs improved for both regular and extrabudgetary programmes.	• A total of 15 evaluation outputs have been produced including SPO-level evaluations, thematic evaluations such as Recruitment Policy and Field Office evaluations. Seven of those evaluation outputs were/will be presented to the 181st and 182nd session of the Executive Board.	• The current long-term strategy does not cover UNESCO governance, Category II Institutes and Centres, and a number of Central Services. The issues are covered in the scenarios for the comprehensive evaluation of UNESCO to be presented to the 182nd Executive Board.	The move to strategic-level evaluations has increased cost-effectiveness of the evaluation function by allowing for wider evaluation coverage with the same resources.	Regarding risk management, the permanent nature of the now established Risk Management Committee ensures an organization wide forum to discuss and prioritize risks so that appropriate and timely actions to mitigate risks will continue into the next biennium.
Capacity increased to undertake evaluations and to self-assess internal controls within UNESCO.	• IOS organized five self-evaluation training workshops, training a total of 80 staff since the beginning of the biennium. • IOS also introduced a control self-assessment tool for Field Offices, which is available on intranet and is distributed to heads of Field Offices upon their assignment. During 2009, a methodology of self-assessment with on-site validation by IOS was piloted, and IOS is also facilitating a series of control self-assessment workshops in select Headquarters units.	• There is no budget dedicated to training UNESCO staff in self-evaluation. Alternative modalities of building capacities such as free on line courses, making use of available evaluation expertise on UN Country Teams, the dissemination of tools and guidance, etc. will need to be explored. Whichever alternative modalities are chosen, they should prove to be more cost-effective and sustainable than the current approach. • Control self-assessment is a promising approach for examining and strengthening risk management and control in UNESCO, and IOS will continue developing these activities.	The continued use of control self-assessment is expected to result in cost-effective enhancement of management control. When applied as part of audit planning and methodology, it is expected to lower costs of achieving IOS audit assurance.	In the absence of secure funding for self evaluation training the sustainability of such activities are limited. Sustainability of control self assessment as a methodology is dependent on continued positive results forming a basis for broad adoption.
Evaluation/audit results presented to governing bodies and utilized to improve as appropriate the management culture of the Organization.	• All IOS-managed evaluation reports are published on the external IOS web site (www.unesco.org/ios) and the summaries of those reports are presented to the Executive Board. In 2009, IOS submitted the results of eight evaluation reports to the Executive Board. Internal audits are primarily for the Organization's management and are communicated to Governing Bodies in summary through annual IOS reports, information sessions and when requested by Member States. • IOS systematically follows up on all recommendations to ensure that the results of IOS evaluations and audits lead to improvements in policy formulation, programme design, programme delivery,	• As a means to improve management culture, IOS is exploring ways to periodically synthesize key lessons learnt from across a wider range of evaluations and audits and to disseminate them to senior management and staff. For example, IOS now presents emerging issues to the College of ADGs on a regular basis. • Efforts need to be made to improve the overall visibility of IOS evaluation products to audiences other than the Governing Bodies alone.	The IOS web site is a cost-effective mean for disseminating evaluation and audit results. However, as noted among the challenges, greater efforts are required to synthesize different kinds of information for various audiences to improve the reach of IOS' work.	

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
	operational processes, risk management and control. On the evaluation side, IOS is currently monitoring 20 Action Plans in follow up to reports delivered in 2008-09. For audits, sustained engagement has reduced the number of open audit recommendations from 2,200 at beginning of the biennium to less that 400. • Examples of areas of improvement to the Organization's management culture include risk management practices, a new temporary personnel framework, higher degree of compliance and accountability.			
Effective and efficient use of resources in programme delivery enhanced.	• IOS undertook 36 audits and other engagements during this 18 month period. Field coverage included four Regional Offices, seven National or Cluster Offices and two Institutes. Ten headquarters audits were completed, including five in the area of Information Technology. In addition, IOS completed five advisory engagements during the period. Specific audit recommendations included strengthening project management and governance of information technology; improving priority setting, result-planning and performance monitoring of Field Offices; and addressing long-term use of temporary assistance contractors at Headquarters. IOS also directed recommendations to Field Offices to improve controls over such areas as advance payments, competitive procurements and monitoring and reporting on extrabudgetary projects.	• The 34 C/5 requests the Director-General to report on the cost-efficient use of human resources, particularly in the areas of travel, publications and contractual services. IOS will pay close attention to how this is being reported by the Secretariat and will explore ways to examine the issues more closely in its own work.		
Recommendations from the Internal Oversight Service (IOS) quality assurance review of the audit function and the review of the evaluation strategy, as approved by the governing bodies, implemented.	• IOS has actively followed up on the results of a quality assessment of the internal audit function completed in 2006. Sixteen of the 17 recommendations addressed to IOS have now been implemented, with one underway. Progress made during the biennium included preparation of an Internal Audit Manual, introduction of a customer feedback mechanism, and clarification of IOS job descriptions and responsibilities. Furthermore, IOS re-activated the Oversight Advisory Committee, which met four times during the biennium, and supported the formation of a standing committee. • Regarding the Quality Review of the Evaluation Section conducted in early 2009, IOS has taken steps to strengthen the overall independence of the evaluation function.	• The shortage of qualified evaluators in some regions continues to be a challenge. IOS will continue to explore options for improving its roster, including making better use of the evaluation specialist in the UNESCO Brazil Office and his potential network.	An increasing number of joint IOS audit – evaluation missions were undertaken in 2009 to ensure more comprehensive and cost-effective oversight results.	