



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

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 - 31 December 2008)

Strategic planning and programme monitoring

Part II.C – Programme-related services

Paragraph 10406

Chapter 4 – Strategic planning and programme monitoring

Regular budget: :Activities (rounded to \$ thousand)	
Planned: \$2 230	Actual: \$1 291

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
<p>Programming, monitoring and reporting functions carried out in line with UNESCO's results based approach, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, as well as with the Director-General's directives;</p>	<ul style="list-style-type: none"> • Two statutory reports (180 and 181 EX/4 Part I, and addenda) on the execution of the approved programme. • Monitoring reports and analyses for the Director-General and senior management prepared, highlighting salient trends in implementation of the programme, and identification of areas for improvement. • RBM training provided to 216 staff (164 in Headquarters and 52 in Field-Liaison Offices/Institutes). Six RBM training/coaching sessions provided to 95 participants of which 40 from 8 Field Offices/Institutes and 24 from 6 National Commissions. Follow-up of training/coaching by verifying that relevant actions have been taken by Responsible Officers to improve quality of programmatic dimensions. • In addition, 34 members from 18 Permanent Delegations and 4 members from a Ministry of Education have received RBM training. • RBM guiding principles have been translated into French and are available on-line at http://portal.unesco.org/en/ev.php-URL_ID=43855&URL_DO=DO_TOPIC&URL_SECTION=201.html. • A training module on Risk Management and a Risk Management Handbook were developed for training on risk management (RM) to be offered as of mid-2009. The module explains and illustrates Risk Management methodology using many examples and exercises adapted to the UNESCO context. Dedicated webpage developed (http://portal.unesco.org/en/ev.php-URL_ID=44920&URL_DO=DO_TOPIC&URL_SECTION=201.html). Module tested with a pilot group of Programme Sectors staff. 	<ul style="list-style-type: none"> • Issues encountered in the operability of SISTER 2 and its reporting module did not allow to base the analysis or to assess overall the quality of the programming and monitoring information. 	<p>All reports were prepared by permanent staff without resort to any consultancy.</p> <p>All RBM training was carried out by regular staff of UNESCO without the need to recourse to consultants.</p>	<p>Permanent staff vs temporary staff or consultants used in the process</p>	

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
<p>Draft Programme and Budget for 2010-2011 (35 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;</p>	<ul style="list-style-type: none"> • Draft 35 C/5 prepared, in particular the programmatic parts, bringing together the programme parts in a coherent and uniform format, especially as regards the use of RBM methodology. • Priority Gender Equality integrated into the Draft Programme and Budget for 2010-2011 and aligned with GE expected results in GEAP. 	<ul style="list-style-type: none"> • The C/5 was entirely prepared by regular staff without recourse to consultants. • In the implementation of Priority Gender Equality in C5, full cooperation of programme sectors along with BSP/PMR, is critical and must be continuously improved. 	<p>All these activities were accomplished with a small complement of regular staff.</p>	<p>Sustainability of commitments to GE in C5 will depend on budget allocations and competence of staff</p>	
<p>Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes (e.g. dialogue among civilizations and cultures, cross-sectoral approach to capacity-building, gender equality);</p>	<ul style="list-style-type: none"> • New and flexible approaches put in place for the management of intersectoral platforms and technical backstopping provided as well as overall coordination, including integration of priority Africa and gender equality considerations into all platforms, identifying opportunities for cross-fertilization of approaches and experiences among the various platforms, and also a reflection on the platforms' possible contributions to UN common country programming exercises (e.g. UNDAF, One Programme, MDG Fund). • Information regarding the functioning and role of the intersectoral platforms provided during the Director-General's information meetings. Information on the deliverables of each IP was also provided during four 60 minutes' sessions, organized by BPI, in consultation with BSP. Further a dedicated website was developed on the IPs to provide information on the evolution of the platforms, and to enhance visibility more generally: http://portal.unesco.org/en/ev.php-URL_ID=42645&URL_DO=DO_TOPIC&URL_SECTION=201.html. • UNESCO also pursued the fine-tuning of its strategic approach to the dialogue among civilizations and cultures in two international events/conferences: <ul style="list-style-type: none"> - The 6th Summit of Heads of State of South-East European countries on the topic of "Intercultural Encounters on Maritime River and Lake Routes of South-East Europe" emphasized the role of cultural routes, itineraries and corridors as platforms for 	<ul style="list-style-type: none"> • Some platform members have reported a lack of support from their hierarchy, and do not feel that they are empowered to make decisions on behalf of their sectors. 	<p>The backstopping has been provided by regular BSP staff, without recourse to extra staff or consultants.</p>		

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
	<p>regional cooperation, it foresesaw a series of joint projects on Cultural Water Routes as a means to contribute to stability and peace on the region (see http://unesdoc.unesco.org/images/0018/001825/182564E.pdf).</p> <ul style="list-style-type: none"> - The Copenhagen Conference on "Education for Intercultural Understanding and Dialogue" (21-22 October 2008) underscored, among others the necessity of a more inclusive and integrated approach to education, based on cooperation and dialogue at all levels of human relations as well as the development of special platforms for cooperation across cultural boundaries with a particular focus on young people, as key agents of change. • UNESCO's Priority Gender Equality Action Plan for 2008-2013 drafted and submitted to EXB 181 through a broad-based consultative and participatory process. • Issues pertaining to the promotion of women's empowerment and the achievement of gender equality were systematically integrated into other UNESCO's key strategic and policy documents and aligned with GEAP. • Technical input and backstopping to promote women's empowerment and gender equality provided to intersectoral platforms, including UNESCO Future Forum conferences and other UNESCO initiatives. • Coordinated UNESCO's contribution to the report of the United Nations Secretary-General for the 2009 session of the Economic and Social Council and for the sixty-fourth session of the General Assembly on the "Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010". • Coordinated and consolidated the comments received from Member States on the Director-General's Draft Integrated Comprehensive Strategy for Institutes and Centres under the auspices (category 2), as per 180 EX/Decision 18, which were reproduced in document 181 	<ul style="list-style-type: none"> • GEAP must be endorsed and owned at the highest levels of senior management; as a next step, the Sectors will need to provide indications about the financial commitments for the implementation of GEAP. • Coordinating inputs from different parts of the Secretariat proves always to be determined by the slowest contributor of the Secretariat; often times serious input of Sectors does not pay particular attention to providing strategic and policy input to such global reports. 	<p>GEAP was developed in-house under the leadership of BSP/GE and with support from BSP/PMR staff with no additional financial cost to the Secretariat (unlike all other UN agencies where high-level consultants undertake the consultations and drafting).</p> <p>Coordination work was undertaken by BSP regular staff without recourse to consultants.</p> <p>Work was undertaken by regular staff at BSP, no consultants were engaged.</p>	<p>Impact of GEAP will depend on budget allocations</p>	

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
	<p>EX/INF.13 for discussion by the Executive Board at its 181st session. Advice provided to members of the Secretariat, to delegations and to National Commissions in the process of conducting feasibility studies and establishing new institutes or centres under the auspices of UNESCO (category 2).</p> <ul style="list-style-type: none"> • Visibility of UNESCO's activities to promote the International Decade for a Culture of Peace and Non-violence for the Children of the World, 2001-2010, enhanced through regular updates of the culture of peace website, and through increased networking with relevant category 2 institutes, NGOs and the secretariat. DG's message for International Day of Peace prepared and widely circulated highlighting UNESCO's activities to promote the International Day of Peace. Report on the Implementation of the Programme of Action for the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) prepared for 63rd session of the UN General Assembly, which entailed coordinating the relevant inputs received from Sectors, UN agencies and other actors. 	<ul style="list-style-type: none"> • Focus on culture of peace requires constant prodding and mentoring of sectors and offices to stay focused on this critical task related to the Constitution. 	<p>Activities and coordination of report was performed by one regular staff of BSP, in addition to other regular responsibilities.</p>		
<p>UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened, at both the country and global levels;</p>	<ul style="list-style-type: none"> • Institutional guidance has been provided in a timely and proactive fashion on UNESCO's involvement in efforts on increased UN system-wide coherence, including on the UNDAF-rollout, participation in RDTs/RMTs, and on the ongoing implementation of the various provisions of the 'Delivering as One' pilot initiative. • Systematic participation has been ensured in the programme-related inter-agency work of the CEB and its subsidiary bodies (notably HLCP, UNDG), including the ASG/ADG-level UNDG Advisory Group, advancing the perspectives of UNESCO as a specialized agency of the UN system. • Training meeting on the role and contribution of National Commissions in Delivering as One pilots and UNDAF roll-out countries organized and conducted (Hanoi, 10-13 November 2008), with a total of 20 NatComs and 7 FOs 	<ul style="list-style-type: none"> • Need to continue to provide timely institutional guidance and support (backstopping, capacity-building, training) on UNESCO's effective insertion in UN system-wide efforts to enhance coherence first of all, within UNESCO, and then at country level, especially through common country programming processes, also taking into account the recent development of CCP formats (new generation of UNDAFs, One programmes, joint proposals under the Spain/MDG Achievement Fund). • Provision of timely and dedicated support through the pooled portion of the 34 C/5 2% funds is critical for an effective preparation of UNESCO's involvement and 	<p>Backstopping provided with an amazing minimum of dedicated staff (RP and FITOCA).</p>		

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
	<p>represented.</p> <ul style="list-style-type: none"> • Preparatory work conducted for a training session on “The regional dimensions of UN reform: Opportunities and challenges for UNESCO”, tentatively scheduled for July 2009. • Under the guidance of UNESCO’s Executive Board, the follow-up on the implementation of UN General Assembly resolution 62/208 (2007 TCP) has been organized and synthesized in a comprehensive action plan. • Coordination and provision of backstopping for the preparation and publication of several UNESCO Country Programming Documents (UCPDs). • Increased collaboration with UN agencies to promote gender equality in the context of “Delivering as One” through (i) the Interagency Network on Women and Gender Equality (IANWGE), (ii) as co-manager of the IANWGE TF on Gender and Climate Change, (iii) collaboration with UNDP and IUCN for the development of the first ever “Training Manual on Gender and Climate Change” (iv) participation in the Hanoi workshop on gender and UNDAF review (v) performance as lead agency for the Gender Forum at WCC-3; (vi) participating UN agency in “Donors Working Group on FGM/C (vii) participating UN agency in the new Interagency Task Force on Adolescent Girls; (viii) active participation in key UN and non-UN meetings in support of GE. 	<p>contribution in common country programming efforts, and needs to be continued for some time to have sustainable impact.</p> <ul style="list-style-type: none"> • Special emphasis needs to be given to regional dimensions of UN reform and UNESCO’s involvement therein. Systematic training and capacity building will need to be continued and sustained, at least for the next biennium. • UNESCO Field offices need to be encouraged to share information on country-level GE initiatives with BSP-GE • To ensure sustained attention by UNESCO staff members as part of UNCT to include gender equality components in UNDAFs, also with support from programme sectors. 	<p>Action Plan prepared by existing staff resources.</p> <p>All UCPDs have been prepared and coordinated by BSP regular staff without recourse to consultancies.</p>		
<p>Gender equality and gender mainstreaming in all UNESCO programmes promoted and requisite capacities built.</p>	<ul style="list-style-type: none"> • UNESCO’s Priority Gender Equality supported at the organizational level through participation of BSP/GE in the formulation and implementation of key policy and strategic documents and initiatives, including 35 C/5, IP strategies, and the preparation of GEAP for 2008-2013. 	<ul style="list-style-type: none"> • The recent designation of Gender Equality as a global priority requires special efforts to ensure its full integration and implementation by all Sectors at all Divisional and Sectional levels. Sustained and effective focus on 	<p>All activities are carried out by the small staff of BSP/GE with little additional support by temporary staff or consultants.</p>	<p>GE needs to be pursued vigorously and systematically with high political commitment throughout the Organization accompanied with sectoral resource allocation.</p>	

34 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
	<ul style="list-style-type: none"> • Women's empowerment and gender equality issues promoted globally through innovative partnerships in the context of (i) the UNESCO-Sony Ericsson Women's Tennis Association Tour Partnership for Gender Equality first round of projects supporting women's leadership in Jordan, Liberia, Cameroon, Dominican Republic and China; (ii) the annual celebrations of International Women's Day (8 March 2008) focusing on financing for gender equality. • More attention brought to importance of promoting women's empowerment and gender equality through organization of four seminars under the "UNESCO Forum on Gender Equality". • Capacity Development and Training in Gender Mainstreaming Programme furthered by (i) development of interactive, on-line training programme consisting of several modules ; (ii) development of advanced in-person training for selected staff in HQ and FOs in French through collaboration with a Swiss Institute. • Development of a "Gender Equality +" knowledge web portal to support information/knowledge generation and sharing among professionals. 	<p>Gender Equality is nothing short of a culture change in the way the Organization conducts its business.</p> <ul style="list-style-type: none"> • Promoting gender equality in organizational processes is facilitated through regular and systematic participation of GE specialists in decision/policy-making discussions and committees. • Advocacy and dialogue initiatives such as IWD, UNESCO Forum on Gender Equality can only be organized at a level to guarantee outreach and effectiveness if requisite resources (human and financial) are available. • Interactive exchanges and moderated discussion forums are effective advocacy and dialogue tools for the promotion of women's empowerment and gender equality. • Advocacy for GE is more effective when theme is included in non-GE focused mainstream advocacy and dialogue initiatives. • Gender equality issues need to be addressed as policy issues by entire senior management and Organization as a critical precondition for assisting countries to attain IADGs. • Expansion of focus of Gender Equality work by the Organization to be accompanied by an increase in human and financial resources. 			