



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Hundred and eighty-ninth session

189 EX/INF.11  
PARIS, 5 March 2012  
English & French only

Item 4 of the agenda

## REPORT BY THE DIRECTOR-GENERAL ON THE IMPLEMENTATION OF THE PROGRAMME AND BUDGET AND ON RESULTS ACHIEVED IN THE PREVIOUS BIENNIUM (2010-2011 – 35 C/5) (DRAFT 37 C/3)

### EXECUTIVE SUMMARY

#### SUMMARY

The executive summary supplements document 189 EX/4 and is prepared pursuant to 186 EX/Decision 4 by which the Executive Board invited “the Director-General to present a two-page summary highlighting UNESCO’s most significant achievements, as well as issues requiring particularly urgent attention”.

By its very nature, this document does not have any direct financial and administrative implications.

## 1. Introduction

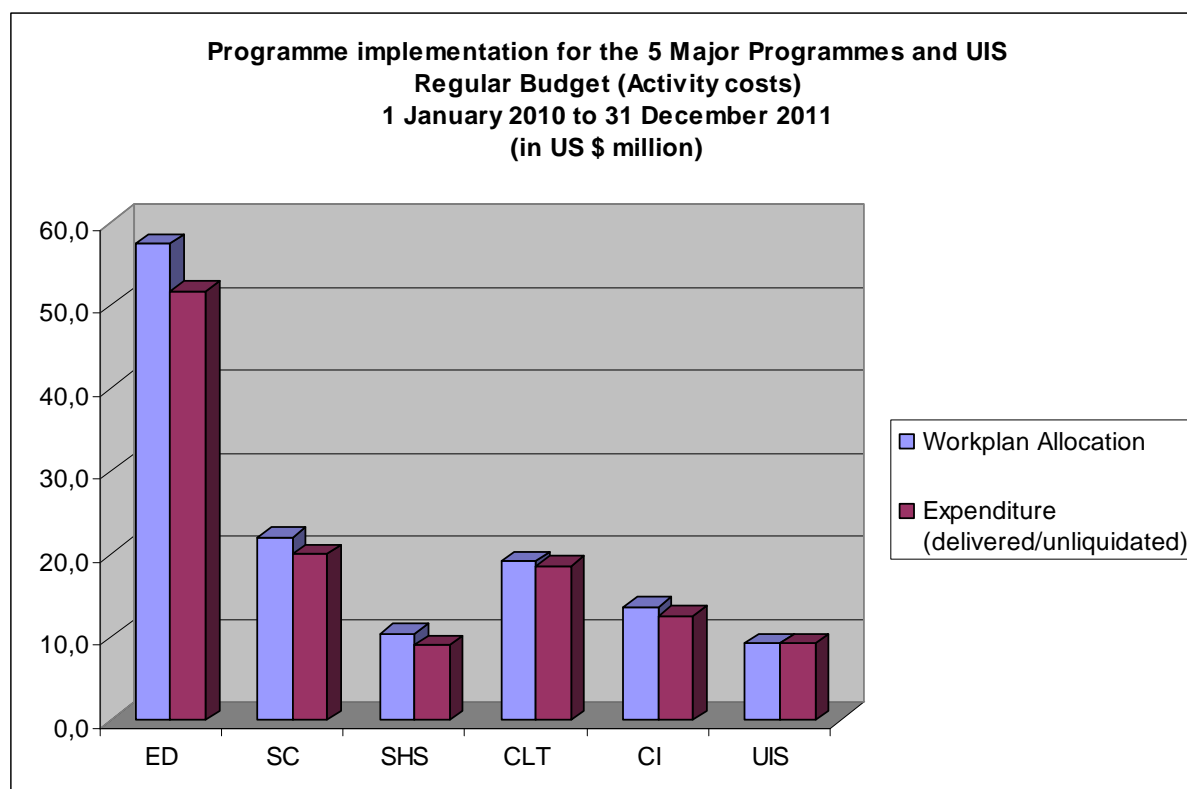
The Programme and Budget for 2010-2011 (35 C/5) was implemented against the background of a series of events impacting the international community in UNESCO's fields of competence. Be it the global economic and financial crisis undermining prospects for economic growth and thus hampering the progress in the achievement of the United Nations development agenda, including the Millennium Development Goals, the natural disasters in Haiti (January 2010), Pakistan (August 2010) and Indonesia (October 2010), or popular uprisings and demands for more freedom across the region of the Middle East and North Africa in 2011, UNESCO strived to respond to the emerging challenges and bring to bear its expertise as part of the United Nations joint efforts.

## 2. Programme implementation

The achievement of the expected results set out in document 35 C/5 was hampered by UNESCO's obligation to suspend most of its programme during the last two months of the biennium to counter cash shortfall resulting from the non-payment of member contributions. In terms of the regular budget implementation, the expenditure rates for the five Major Programmes and the UIS as at 31 December 2011 stand as follows. (For detailed information on the budgetary implementation, please refer to document 189 EX/4 Add.2.)

in \$million

Sector	Workplan Allocation	Expenditure (delivered/unliquidated)	Rate of Expenditure
ED	57,4	51,8	90,2%
SC	22,0	20,0	91,0%
SHS	10,4	9,0	87,0%
CLT	19,1	18,6	97,5%
CI	13,7	12,6	92,0%
UIS	9,2	9,2	100% <sup>1</sup>



<sup>1</sup> For UIS, the entirety of the annual financial allocation given to the institute is immediately registered as expenditure in UNESCO's account, therefore the rate of 100%

### 3. Most significant achievements

The period under review coincided with the taking-up of the functions of the new senior management team, which focused on **increasing the coherence and impact** of the Organization through considerable restructuring efforts based on the past programme evaluations. Further efforts to enhance prioritization and improve the effectiveness of programme delivery were undertaken towards the end of the biennium to address the shortfall of cash flow and possible related funding cuts in the future.

In addition to the evaluations on Decentralized Bodies, the Review of the Cooperation of UNESCO's Secretariat with the National Commissions for UNESCO, the desk review of selected examples of the work of the Culture Sector on Intercultural Dialogue and the Independent External Evaluation (IEE) of UNESCO that informed programme formulation and the overall reform processes, significant **programme evaluations** were undertaken during 2010/2011, including evaluations of all Strategic Programme Objectives (185 EX/6 Part IV). The follow-up on the recommendations put forward in these evaluations is conducted periodically on the basis of specific action plans.

Major progress was made in the Organization's **global advocacy** efforts shaping the international agenda, in particular as regards the recognition of the importance of (i) culture for development in the Outcome Document adopted by the MDG Review Summit (September 2010), followed by the two United Nations General Assembly resolutions adopted in 2010 and 2011; and of (ii) education for development in the Ministerial Declaration adopted at the high-level segment of the United Nations Economic and Social Council (ECOSOC) (July 2011). The Leaders Forum organized during the 36th session of UNESCO's General Conference offered an opportunity for the highest authorities of Member States to explore **future avenues for action** in the fields of competence of UNESCO and formulate recommendations for the achievement of a culture of peace and sustainable development through holistic policies promoting green, inclusive and democratic societies (36 C/INF.15).

UNESCO assisted Member States through **policy advice and related capacity development** in support of national priorities and in line with the internationally agreed development goals, including the Millennium Development Goals (MDGs). Key areas of intervention include:

- building capacities in the formulation of education policies and plans, establishment of Education Management Information Systems (EMIS), supporting reforms at education systems at all levels, including for improving the quality of teacher education and professional development;
- building capacities in basic and engineering sciences and providing assistance in the revision and formulation of science, technology and innovation policies;
- supporting Member States in their efforts to reach the MDG 7 targets of water and sanitation, and reversing the loss of biodiversity and environmental resources;
- building capacities in bioethics;
- supporting the development of national and local capacities and policies in the field of culture, in particular through the implementation of 18 Culture and Development Joint Programmes funded by the MDG Achievement Fund (MDG-F); and
- supporting countries in the formulation of media legislation aligned with internationally recognized standards.

Considerable progress was made in demonstrating UNESCO's added value in post-disaster and post-conflict (PCPD) situations through assistance provided in disaster-affected areas, e.g. in Pakistan and the Horn of Africa; the establishment of a new regional tsunami advisory service in

the Indian Ocean, the development of comprehensive media programmes in Iraq, Haiti and Pakistan; and the conduct of rapid assessments of media landscapes in Tunisia and Egypt, based on UNESCO's Media Development Indicators. UNESCO's advocacy regarding the importance of culture for recovery of affected communities gained momentum through the successful inclusion of culture as one of the clusters of the post-disaster needs assessment (PDNA) exercise.

As part of its **normative action**, UNESCO successfully promoted the ratification of its standard-setting instruments (e.g. the entire range of culture-related conventions and the Convention against Doping in Sport) and monitored their implementation through the organization of the statutory meetings of States Parties. Priority was given to increasing the number of ratification in under-represented regions and to strengthening the capacity of Member States in implementing the conventions, with a particular focus on Africa as one of the global priorities.

As a **clearing house**, UNESCO sought to raise awareness and promote evidence-based policy-making through a number of benchmarking and monitoring publications, including the EFA Global Monitoring Report, the 2010 and 2011 editions of which focused respectively on "Reaching the marginalized" and "The hidden crisis: Armed conflict and education"; the World Social Science Report 2010 on Knowledge Divides; the UNESCO Science Report on global science policy trends and the creation of the Open Educational Resources community.

UNESCO's publications on the *General History of Africa*, a major effort of successful mobilization of **international cooperation** and expertise, generated increased interest at the global level and work was pursued on its pedagogical use (e.g. in Brazil) and digitization. The IOC Sub-Commission for Africa, including Adjacent Island States, was established in 2011 to contribute to the improved coordination and efficient implementation of IOC programmes in capacity-building, observations and ocean sciences.

#### 4. Challenges and lessons learned

- As outlined in the report of the independent external evaluation, the ability of UNESCO to enter into **partnerships** needs to be enhanced. Significant efforts have been made and several new partnerships forged during the past biennium (e.g. Procter & Gamble, Panasonic) to widen the scope and outreach of the Organization. However, this is an area in which UNESCO needs to pursue its efforts, in particular in times of budgetary constraints.
- Better positioning UNESCO within the United Nations system has also been identified by the independent external evaluation as an imperative for the Organization. UNESCO's cooperation with other United Nations agencies and multilateral organizations was reinforced, in particular at country level, and at global level in the framework of the joint preparations for the major international conferences – e.g. the Fourth United Nations Conference on Least Developed Countries (LDCs, Turkey, May 2011), the Fourth High-level Forum on Aid Effectiveness (Korea, Nov.-Dec. 2011); and the United Nations Conference on Sustainable Development to be held in Brazil in June 2012 (UNCSD, Rio+20). However, these efforts need to be stepped up, especially in the areas in which UNESCO has global lead responsibilities (e.g. EFA, ocean, water), to improve inter-agency coordination. Member States' support in rallying political willingness for improved synergies with other agencies would facilitate these processes.
- The limited human and financial resources pose increasing challenges on UNESCO's delivery capacity, in particular in light of rising global expectations. Building partnerships and cost-effectiveness measures, such as tighter monitoring of staff travel and consultancies; increased use of ICTs and video conferencing; the organization of international conferences back-to-back with other meetings; and the closer monitoring of publications, have proved to be effective in this regard.

- The cost-effectiveness of statutory activities is also a concern. The need to service a broad range of programmatic commitments and the number and scope of statutory meetings covered by several Major Programmes imply that the normative framework still struggles to meet Member States' expectations for technical assistance and capacity-building, which is necessary to render the conventions fully operational locally, and hence to obtain a long-lasting and sustainable impact. Further consideration should be given, in consultation with Member States, to possible cost-saving measures so as to liberate more funds from administrative, governance and transaction costs for operational activities in Member States.
- Intersectoral platforms have created new synergies among the sectors and contributed to the formulation of UNESCO's multi-disciplinary responses to complex global challenges. Dedicated budgetary resources are likely to facilitate the attainment of the expected results.