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

Detailed Report on the activities of the Organization in 2006-2007

Internal Oversight

Paragraph 00508

Internal Oversight

Regular budget (rounded to $ thousand)	
Planned: $1,152,000	Actual: $1,068,000

33 C/5 Expected Results	Achievements	Challenges/ Lessons Learnt	Cost-Effectiveness	Sustainability (Indicators or Measures)	Recommendations by the Executive Board
Major Organizational risks identified and management ownership to address risks ensured	• In early 2007, IOS developed the following: (i) a risk management approach for UNESCO which included an action plan; (ii) a draft risk management policy; (iii) draft risk management training material; and (iv) a draft risk management guide. The Director-General subsequently endorsed the approach and appointed BSP to act as a 'champion' for risk management. As a result, risk management is being embedded into strategic work planning and programme monitoring and incorporated into performance agreements.		Given the specialised skills required, IOS opted to work with specialised risk management consultants to improve the quality of the final products.		
Organization's culture (results-orientation, accountability, internal controls) and its way of operating (work processes, compliance with policies and procedures, quality programme results informed by evaluations) impacted by IOS long-term strategy and goals (2002–2007), including through capacity-building/training initiatives	• IOS continued its work since 2001 of conducting a number of audits. In 2007, IOS undertook a total of 12 audits (3 field offices, 3 institutes, 6 Headquarters). For example, in July 2007, IOS commissioned an organization-wide security review of the UNESCO IT network to determine the effectiveness of security measures against potential attacks. This covered Headquarters, three pilot decentralised units and critical applications. The review concluded that UNESCO generally benchmarked with other organizations which, like UNESCO, had never conducted a security assessment before, i.e. critical deficiencies and basic vulnerabilities were identified. • In a bid to raise the awareness of environmental practices throughout the Organization and in response to pressure to manage operations with due care for the environment, IOS launched a 'green audit' in June 2007. The report for Phase I was delivered to the Director-General in December 2007 with Phase II scheduled to be completed by March 2008. Recommendations from the audit related to: establishing an environmental management system which complies with French regulations, norms and standards;	• A number of audits highlighted the importance of strengthening project management and the need for transparent and clear reporting and sound governance agreements with appropriate legal texts. • A significant percentage of audit recommendations remain open: 16% of those issued in 2001–2002, 23% of those issued in 2003–2004, and 57% of those issued in 2005–2006.	IOS hires consultants when necessary to improve cost-effectiveness. For example, a specialist HR consultant was hired for the audit of the International Centre for Theoretical Physics. The CD-ROM was thought to be much more cost-effective than other training methods such as on-site training workshops which are costly and resource-intensive.		

	rationalising the procurement system; enhancing the recycling scheme; raising awareness; and improving statistics to enable monitoring of progress. • IOS prepared a CD-ROM for UNESCO staff to improve their knowledge of policies, procedures and good practices. • IOS provided informal training during field audits and provided verbal and written explanations to field staff on policy and internal control issues as requested. In 2007, Director IOS participated in a training workshop for around 35 field office and institute administrative staff in Bangkok.				
31 C/4 expected outcomes evaluated and results used by management to inform future UNESCO programming orientations	• In the 2006–2007 biennium, a total of 16 evaluations were conducted and completed. Feedback from the users of the evaluations suggests that many were well received and contained useful findings and recommendations of wide application. For example, at the 177th Session of the Executive Board, the UNESCO Institute for Statistics (UIS) stated that the Evaluation of UIS was well done. It was timed well because it was important to take stock after a period of rapid expansion. UIS stated that the evaluation had been a useful instrument for its strategic planning and that the report had been widely distributed. The evaluation was already having some impact with, for example, the Statistical Capacity Building Programme being restructured to make the programme more sustainable by developing a new model of delivery. • In the 2006–2007 biennium, IOS presented 14 evaluations to the Executive Board and an addendum on cost-effectiveness.	• The follow-up to strategic, cross-cutting evaluations, such as the evaluation of capacity-building, remains a challenge. In the future, IOS will make more use of cross-organization evaluation reference groups. Identifying a sector or a champion within senior management to take forward a cross-cutting evaluation is a possibility for overcoming the problem of a lack of ownership. Making use of the intersectoral platforms, or establishing a specific platform at the conclusion of an evaluation, is also a possibility for ensuring that UNESCO maximises the benefit and learning from evaluations.	IOS outsources evaluations to external consultants to ensure independence and impartiality. It also enables IOS to benefit from specific expertise.		
UNESCO Evaluation Strategy 2002–2007 evaluated and results used to inform development of UNESCO Evaluation Strategy 2008–2013	• IOS developed the 2008–2013 Evaluation Strategy which was presented to the Executive Board.				
IOS outputs enhanced in wake of Quality Assurance Review (QAR) of IOS functions by an independent external team	• In 2006, IOS reconstituted the Oversight Committee which met with the Director-General to discuss ways and means of improving further internal controls.	• The Terms of Reference for the Oversight Committee need to be agreed upon.			

	• IOS extensively revised its audit guidelines to prepare for the shift of emphasis to help the Organization secure intermediate results through enhanced programme effectiveness and efficiency. • IOS developed an evaluation handbook, which will be published in early 2008, to further understanding among UNESCO staff and key stakeholders on what evaluation is, why it is important and who is responsible for what in the evaluation process. • IOS also developed six evaluation tools to support the evaluation process and improve the quality of evaluations. • Since September 2007, IOS has been actively working towards establishing a Consultant Roster in collaboration with HRM, which was tasked by the Director-General with setting up an institution-wide roster for consultants earlier in 2007.	• Several audit posts remain vacant.			
New IOS Medium-Term Strategy for the period 2008–2013 formulated		Not yet formally formulated, although the 2006 Annual Report highlighted new and continued areas of emphasis. The evaluation strategy for 2008–2013 has, however, been formulated.			