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FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

PROGRESS REPORT

SUMMARY

Pursuant to 36 C/Resolution 104 and 190 EX/Decision 21(I), the Director-General presents herein a progress report on the follow-up to the Independent External Evaluation of UNESCO.

Document 191/EX16 Part I summarizes progress achieved to date. This information document presents a more detailed version of the action plan, the status as reported at the 190th session as well as an update on progress made together with a timeline of expected implementation.

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
1. Strategic Direction One – Increasing Focus			
(a) Selection of a limited number of strategic objectives	<p>ONGOING</p> <p>In the preliminary proposals for the draft 37 C/4 and 37 C/5, the Director-General makes proposals for a restricted number of strategic directions to be considered by the Executive Board at its 190th session (190 EX/20 Part I and Annexes online).</p> <p>The selection of a restricted number of strategic directions is the result of an open process: in the questionnaire addressed to Member States, a specific question was included referring to the General Conference resolution 36 C/1 requesting to “carefully consider the possibility of reducing the number of overarching objectives with a view to sharpening the strategic focus and enhancing intersectorality” and invited Member States to propose 3-4 intersectoral overarching objectives for the next Medium-Term Strategy. The Director-General’s regional consultations, the Executive Board is expected to contribute to the definition of the final list of limited number of strategic objectives.</p>	<p>ONGOING</p> <p>Following the decision of the Executive Board (190 EX Decision/19) and consultations with Member States, the Director-General has prepared the full-fledged draft 37 C/4 and 37 C/5 documents.</p> <p>Efforts are made throughout (starting from the C/4 and C/5 consultation process which featured for the first time a rating system to prioritize thematic areas) to ensure programme concentration and prioritization, a sharpening of the focus, limiting the number of strategic objectives for the draft 37 C/4, and translating these into thematic focus areas with expected outcomes at the end of the eight-year period.</p>	37 C/4 and C/5
(b) Introduce a four-year programming cycle ¹	COMPLETED	COMPLETED	COMPLETED
(c) Introduce brief C/4 of a rolling nature over 8-year duration	COMPLETED	COMPLETED	COMPLETED

¹ Also proposed under Strategic Direction 4.

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(d) Develop programme and timetable of work for C/5 and C/4 preparation and monitoring	COMPLETED	COMPLETED	COMPLETED
(e) Adopt detailed terms of reference and clear methods of work for C/4 and C/5 drafting group	ONGOING Consultations are ongoing between the Chair, the members of the Executive Board and the Secretariat concerning the manner in which the examination of the C/4 and C/5 will be handled at the 190th and 191st sessions of the Executive Board. Proposals will be discussed at the Board's bureau meeting and submitted to the plenary.	PROPOSED FOR COMPLETION The manner in which the examination of the C/4 and C/5 documents was handled at the 190th session was modified to take into account the recommendations of the IEE. The drafting group usually established by the plenary meeting was replaced by a "consensus" group established by the PX and FA commissions in joint meeting and tasked with studying proposed amendments submitted in writing in advance. At the 191st session, similar arrangements deemed very useful and effective, will doubtless be made.	PROPOSED FOR COMPLETION 37 C/4 AND 37 C/5
(f) Recommend criteria for introducing new and maintaining existing programmes for regular and extrabudgetary programmes	ONGOING Programme-related questions in the questionnaire on the 37 C/5 invited Member States to allocate points indicating the relative priority of programmes and institutes and to list thematic areas or programmes that should be discontinued or phased out during the 2014-2017 period. The responses received expressed support to the proposal to design each programme for a duration of four years and make their continuation dependent on the results of their review. In the framework of the quarterly review of workplans, BSP has been closely monitoring the follow-up to the road map targets concerning the	ONGOING Programmes are designed to concretize and implement the overarching objectives and results of the C/4 and C/5 documents, as decided by Member States. Extrabudgetary activities (as captured in the Complementary Additional Programme (CAP)) are aligned with areas of strategic priority as expressed through the C/4 and the C/5 documents. As decided by the General Conference, (36 C Resolution 112), a sunset clause will be introduced beginning with the 37 C/5 for each programme area.	37 C/4 AND 37 C/5

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	reduction of the number of workplans with minimal operational costs.	<p>Several related roadmap targets have been implemented:</p> <p>Roadmap Target 1 achieved: As at 31/12/2012, the total number of RP activities under the 5 Major Programmes has been reduced further from 1,084 (January 2012) and 897 (as at 190 EX/34) to 857, representing a 21% reduction, thus reflecting certain concentration of programmes.</p> <p>Roadmap Target 2 achieved: As at 31/12/2012, the total number of RP activities with minimum operational budget has been further decreased by 54% overall, and by 59% under the five Major Programmes.</p> <p>Roadmap Target 3 achieved: As at 31/12/2012, improvement has been observed under the 5 Major Programmes as a whole, where the total number of RP activities with a budget of less than US\$ 25,000 has now been reduced by 21%. Overall 18% reduction has been achieved.</p> <p>IOS in its workplan will (i) take stock of all evaluations of extrabudgetary programmes and (ii) launch a systematic programme review exercise in 2013.</p>	FALL 2014 (EX 195)
(g) Promote intersectorality	<p>ONGOING</p> <p>The six Intersectoral Platforms (IPs) developed and selected a set of focused projects for funding through an innovative, inclusive and transparent process, based on a set of guidelines and criteria proposed by BSP.</p> <p>In total 198 intersectoral projects were submitted</p>	<p>PROPOSED FOR COMPLETION²</p> <p>In 2012, the Director-General approved 33 projects under the six intersectoral platforms (IPs) financed through Emergency Funds for a total of US \$2,998,166 and 45 regular programme activities for a total of US \$2,849,500. the allocation was made on the basis of a ranking</p>	<p>PROPOSED FOR COMPLETION</p> <p>37 C/4 AND 37 C/5</p>

² Although this recommendation refers to a continuing action it is proposed for completion as an appropriate process or initiatives for its implementation have been put in place by EX 191.

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	<p>by teams from Headquarters, field offices and category 1 institutes, out of which 55 projects were shortlisted. After their review and revision, areas for joint collaboration among the various IP were identified and mechanisms developed to enhance synergies during the implementation phase. The final list of 55 projects for a total of US \$5,8 million was reviewed and endorsed by the Programme Management Committee and submitted to the DG for her approval, with a recommendation to complete the Regular Programme funding gap (US \$3 million) from the Emergency Fund (which was due to the sharp reduction in the approved allocation for IPs in the approved 36 C/5 budget and the subsequent reduced budget envelope of US \$465 million.</p>	<p>according to the following criteria:</p> <ul style="list-style-type: none"> - Demonstrates an effective, innovative and intersectoral approach in both project conception and proposed implementation, and in the composition of the implementing team; - Contributes to the achievement of the expected results defined in the 36 C/5; - Responds to national needs and priorities (or to global priorities) - Provides a compelling implementation and partnership strategy, including extrabudgetary potential; - Provides information on the sustainability/ scalability of the project; - Addresses the two global priorities – Gender Equality and Priority Africa; - Provides visibility for the Organization among key partners/ constituents; - Provides a compelling implementation and partnership strategy; - Project implementation team has demonstrated experience and expertise in this area. <p>Funds for the majority of the IP projects and activities were allocated during the fall 2012 to enable implementation to begin.</p> <p>The new 37 C/4 and 37 C/5 are being conceived in an intersectoral fashion, following a thematic approach, and hence rendering designated IPs somewhat superfluous; hence they no longer feature IPs.</p>	

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(h) Review and propose new consultation processes for C/4 and C/5 documents	<p>ONGOING</p> <p>The consultations on 37 C/4 and 37 C/5 have been conceived as an open process, starting from the 36th session of the General Conference (Leaders' and Youth Fora) and including meetings on various issues in UNESCO's priority areas (e.g. the Director-General's information meetings, thematic conferences), questionnaires on C/4 and C/5 and regional consultations.</p> <p>The format of the questionnaires on C/4 and C/5 was changed to include both qualitative (e.g. past evaluations) and quantitative (e.g. prioritisation, ranking) elements. The online questionnaire sent to Member States, including National Commissions, IGOs and NGOs attracted a record number of responses (as of 1 July, 113 Member States had responded to the questionnaires).</p> <p>To facilitate the identification of objectives, priorities, and other programmatic issues, preliminary analysis of the responses was made available for the Director-General's regional consultations, with the first two conducted in June (in Africa and Asia and the Pacific). Additional comments submitted by Member States and other stakeholders will be integrated in the final analysis of the responses which will serve as a basis for the Director-General's preliminary proposals for document 37 C/5.</p> <p>Invitations to the Director-General's regional consultations on C/4 and C/5 were addressed to Member States, including National Commissions. The consultations were also used as an opportunity to hold discussions with Member States on specific issues, e.g. related to National Commissions.</p>	<p>PROPOSED FOR COMPLETION</p> <p>For the preparation of the Draft 37 C/4 and 37 C/5, new modalities of consultation were explored, including the launch of an online questionnaire to Member States, National Commissions, IGOs and NGOs, featuring both qualitative (e.g. past evaluations) and quantitative (e.g. prioritisation, ranking) elements, as well as innovative funding arrangements for regional consultation meetings.</p> <p>As far as NGOs are concerned, all UNESCO's NGO partners were invited to contribute individually and collectively to the consultation process for next C/4 and C/5. Thus 93 NGOs answered to the questionnaires. Moreover, in accordance with the provisions of the new Directives concerning UNESCO's partnership with NGOs (36 C/res. 108), the International Conference of NGOs (12-14 December 2012), which gathered 130 NGOs discussed the preliminary proposals of the Director-General on C/4 and C/5 and approved a final collective contribution to the elaboration of these documents, which was submitted to the Director-General and will be presented at the 191st session of the Executive Board (191 EX/34).</p>	<p>PROPOSED FOR COMPLETION</p> <p>37 C/4 & 37 C/5</p>

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
(i) Take steps to further strengthen results-based management	<p>ONGOING</p> <p>Efforts are made to continue the training and backstopping of staff on RBM despite the current financial constraints. The pool of resource persons who can assist programme specialists in the programme design based on RBM has been widened.</p> <p>Furthermore, work to enhance monitoring and reporting has started and an action plan is being developed, also based on IOS recommendations to improve C3 reporting.</p>	<p>ONGOING</p> <p>Efforts continue regarding the training and backstopping of staff and Member States on RBM despite the current financial constraints; building on previous efforts, the importance of the following aspects have been further underscored:</p> <ul style="list-style-type: none"> • Significance throughout the programme cycle of the results-chain and in particular providing/revising the rationale of the intervention logic, with the underlying assumptions and causal sequence; • Definition of performance indicators and associated baseline and quantitative and qualitative targets for results and key outputs; • Development of a monitoring framework reflecting the results-chain at the planning stage, and also the coherence and linkages between monitoring information at different levels. To that effect a new outputs and results table has been designed to ensure that the results framework is clearly defined from the outset and monitored when implementing; • Informing on achievements viewed from the key stakeholders and especially the direct beneficiaries’; • Responsibilities of each officer and supervisor when validating the programmes and their pertinence to the C/5 and C/4 and thereafter when proceeding with monitoring and reporting; with a view to ensuring the programmatic coherence at both the country/regional and global Sectoral levels as well as effective prioritization. 	<p>ONGOING</p> <p>37 C/5</p>

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		<p>In the follow-up to the training sessions assistance/backstopping has been provided for the formulation of workplans and other programme related documents. 28 workplans and the UIL Lifelong Learning 2012 progress report were reviewed by the responsible officers to improve their results-orientation.</p> <p>Additionally, 28 members of 21 Permanent Delegations countries participated to an RBM presentation, bringing the total number of participants to 168 of which 75 members of 33 Permanent Delegations since September 2008.</p> <p>At the 190th session of the Executive Board reporting of achievements was provided by MLA C/5 result, assisting the Organization in advancing towards RBB. Hence, both aspects regarding programme implementation, that is progress assessments on results attainment and budget execution rates of regular programme core operational costs and extrabudgetary resources, were associated for the first time for each C/5 result. At this Session the Executive Board expressed its satisfaction with the format, structure and content of the report (190 EX/Decisions and 190 EX/INF.24). Executive Board members for the first time specified that the quality of information, which had become more analytical, would facilitate the debate on substantive issues and guide the members in their monitoring tasks.</p> <p>The RBM network has been further widened.</p> <p>Furthermore, the monitoring and reporting action plan is being implemented.</p> <p>See also 1(l), (m),(n).</p>	

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<p>(j) Introduce results-based budgeting (RBB)</p>	<p>ONGOING</p> <p>In the fall of 2011, a desk study was undertaken to examine the application of RBB at other agencies (e.g. OECD, ICAO, UNPKO, UNDP, UNICEF, UNFPA, ITU). The review found that each of these organizations has adopted its own approach to RBB. The findings include:</p> <ul style="list-style-type: none"> • The complexity of aligning resources behind results depends significantly on the programmatic level at which results are defined. • Incorporating staff cost into various programme outputs is complex and costly to implement and most organizations have chosen not to pursue this. Furthermore, most organizations have not incorporated support and running costs to programme outputs. <p>A separate document is presented to the 190th session of the Executive Board on the steps taken towards the introduction of results-based budgeting at UNESCO.</p>	<p>ONGOING</p> <p>At the 190th session of the Executive Board, the following provisions were generally agreed upon by Member States:</p> <ul style="list-style-type: none"> • Introduction of RBB involves not only changes in the budget presentation but also changes in the whole working process for budget preparation which should be based on correct costing of activities required to achieve each result. • It will thus require changes in budgeting techniques, changes in the budgeting cycle, development of facilitating tools, and most importantly improvement in the definition of results. • It would most likely require preparation of workplans at an earlier stage (before the preparation of the C/5 document) in order for proper and justifiable costing of the results to be presented in the C/5. • There will be a need to establish a better way of categorizing the budgets and costs. • Overall, the introduction of RBB will thus require substantial time and will need to be implemented in phases. • However as a first step towards RBB introduction, document 37 C/5 (2014-2015) will show the budget for the Programme by each expected result. <p>IOS developed a prototype for RBB for the WHC. A project team for implementing RBB has been set up under the leadership of BSP in order to coordinate efforts among all the sectors and</p>	<p>ONGOING</p> <p>Phased approach (37 C/5 and 39 C/5)</p>

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		services and for developing a pilot. A comprehensive action schedule for RBB implementation will be presented to the 191st session of the Executive Board.	
(k) Reinforce commitment to two global priorities: Africa and Gender Equality	<p>ONGOING</p> <p>The evaluation of UNESCO's Global Priority Africa will be presented to the 190th session of the Executive Board.</p> <p>Strengthening of the Africa Department took place by assigning 3 Professional staff members with expertise in external relations, education and science to the Department, thereby reinforcing its coordinating role and increasing its ability to identify priority development needs, and generate innovative partnerships.</p>	<p>ONGOING</p> <p>Operational strategies are being developed for Priority Africa and Gender Equality as reflected in the draft 37 C/4 and 37 C/5 thereby bringing greater attention to the programmes contributing to the two global priorities. A new Gender Equality Action Plan will be developed.</p> <p>The AFR department is formulating a management response and action plan in follow up to the evaluation. The AFR DPT has held sub-regional consultations the results of which will feed into the newly developed operational strategy for Priority Africa to be presented in document 191 EX/15 to the 191st Executive Board</p> <p>A review of the UNESCO Priority Gender Equality has been completed. The report consists of two parts: (i) a review report prepared by a consultant in cooperation with IOS, (ii) a report prepared by ILO on its Participatory Gender Audit of UNESCO. The final reports will be made available online by the time of the 191st session of the Executive Board.</p> <p>A synopsis of the Priority Gender Equality Evaluation was submitted in Annex II of the IOS Annual Report 2012 (Document 191 EX/22).</p>	37 C/5 & 37 C/4

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(l) Introduce systematic programme reviews ³	<p>ONGOING</p> <p>The proposed introduction of programme reviews prior to their continuation beyond the initial duration of four years has received wide support from Member States in the framework of the questionnaire on 37 C/5.</p> <p>When filling in the questionnaires on 37 C/4 and 37 C/5, Member States were invited to refer to the evaluations carried out in 2009-2011 to inform their decisions on the next programme. Likewise, the EX4 report also builds on the follow-up taken on recommendations of the relevant evaluations.</p>	<p>ONGOING</p> <p>See 1 (f) and (n)</p>	<p>FALL 2014</p> <p>The result of the evaluation will be presented in Fall 2014</p>
(m) Monitor low performing programmes separately	<p>ONGOING</p> <p>In addition to the regular monitoring by programme sectors, BSP, monitors low performing programmes for the quarterly work-plan review exercise and puts forward recommendations to the Director-General. Global programme review is undertaken by the Programme Management Committee (PMC).</p>	<p>ONGOING</p> <p>In addition to the regular monitoring by programme sectors, BSP, monitors low performing programmes for the quarterly work-plan review exercise and puts forward recommendations to the Director-General. Global programme review is undertaken by the Programme Management Committee (PMC).</p> <p>See also 1 (f) and (n)</p>	ONGOING 37 C/5
(n) Conduct systematic evaluation of programmes ⁴	<p>ONGOING</p> <p>As part of the 36C/5 Evaluation Plan a number of programme evaluations are planned for 2013. The plan also includes a review of the Programme Cycle. The 37 C/4 Indicative Evaluation Plan will provide coverage of all key programmes over the period covered by the Medium-Term Strategy.</p>	<p>ONGOING</p> <p>The Evaluation plan 2012/13 is presented to the 191st session of the Executive Board in Annex 1 to the IOS Annual Report 2012 (see 191 EX/22).</p> <p>The 37 C/4 indicative evaluation plan and the 37 C/5 Evaluation Plan are designed to include the following major types of evaluation: a) strategy and policy, b) thematic, c) programme and d)</p>	37 C/4 and 37 C/5

³ Also proposed under Strategic Direction 4.

⁴ Also proposed under Strategic Direction 2 and 4.

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
		<p>decentralized bodies. This will include a systematic programme review.</p> <p>During the 8-year programme cycle of the 37 C/4 period, evaluations will also be conducted of a representative sample of initiatives undertaken under each MLA of the five Major Programmes.</p>	
(o) Carry out review of all partnership agreements with United Nations partners	<p>ONGOING</p> <p>After a mapping exercise of UNESCO's existing partnership agreements with United Nations partners, the Secretariat established a timetable for the review of the Memoranda of Understanding to be carried out during the biennium.</p> <p>Consultations have been launched with a number of agencies and the first revised partnership agreement is to be signed with ITU in the fall 2012.</p>	<p>ONGOING</p> <p>The Director-General of UNESCO and the Executive Director of UN-Women signed a Letter of Cooperation on 25 May 2012 which outlines the main areas of cooperation between UNESCO and the new Entity for Gender Equality and the Empowerment of Women.</p> <p>At the request of United Nations Secretary-General, the Director-General of UNESCO & the Executive Director of UNFPA are co-leading the second phase of the review of the Chief Executives Board for Coordination (CEB). This effort will contribute among other things to the previously mentioned mapping effort, by reducing overlaps and improving efficiency within the United Nations system.</p>	END 2013
(p) Hold consultations with United Nations partners in the context of CCA/UNDAF processes	<p>ONGOING</p> <p>UNESCO participates in the CCA/UNDAF roll-out and implementation as a member of UN country teams and in the quality assurance of UNDAFs as a member of the Regional undg Teams.</p> <p>UNESCO is engaged in the ongoing UNDAF roll out processes for this year, and continues to make dedicated reinforcement funds available to Field Offices for this purpose.</p>	<p>ONGOING</p> <p>UNESCO participates in the CCA/UNDAF roll-out and implementation as a member of United Nations country teams and in the quality assurance of UNDAFs as a member of the Regional undg Teams.</p> <p>Building on the achievements and experience in piloting Delivering as One, UNESCO has participated in the undg High-Level Group designed to roll out this new way of planning and delivering together through standard operational</p>	ONGOING 37 C/5

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		<p>procedures (SOPs). The application of the SOPs through interested countries is expected to result in a second generation of more results-based and high quality UNDAFs.</p> <p>UNESCO is engaged in the ongoing UNDAF roll out processes, and continues to make dedicated reinforcement funds available to Field Offices for this purpose (on demand).</p>	
(q) Clarify division of labour among EFA convenors	<p>ONGOING</p> <p>UNESCO has pursued the reform of the EFA coordination mechanism: a first meeting of the EFA Steering Committee (SC) (7-8 June 2012) allowed representatives of all EFA stakeholders to agree on the further development of a road map towards 2015 and on the key outcomes of the 2012 Global EFA Meeting (GEM) (Paris, November 2012). More details can be found in document 190 EX/7 Part I and II.</p>	<p>ONGOING</p> <p>During further meetings of the EFA Steering Committee (SC) (20 and 23 November 2012) and the 2012 GEM (21-23 November 2012), a joint roadmap and work plan up to 2015 was agreed.</p> <p>UNESCO worked closely with some or all co-convenors for the organisation of Regional EFA coordination meetings, notably the EFA Arab regional forum (15-16 October 2012, Sharm EL Sheikh, Egypt) and the EFA Regional Consultation Meeting in Africa (16 to 19 October, Johannesburg, South Africa).</p> <p>The global consultation on Education in the Post-2015 Development Agenda, co-lead by UNESCO and UNICEF, has been closely aligned with the EFA coordination process and has strengthened ties and a shared vision among our agencies, as well as with UNDP, the World Bank and UNFPA which are all members of the Advisory Group of the consultation.</p> <p>Preparation for the Asia Pacific Regional EFA Coordinators Meeting, to be held in Bangkok, Thailand on 27-28 February 2013, is lead by UNESCO and UNICEF as well.</p> <p>Close coordination and division of responsibilities</p>	END 2013

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		<p>will be sought around the National EFA 2015 Reviews, to be launched in February/March 2013.</p> <p>The work is currently being consolidated and expected to be completed by the end of 2013.</p>	
(r) Develop new human resources strategy	<p>STRATEGY DEVELOPMENT - COMPLETED AT 189th SESSION</p> <p>IMPLEMENTATION ONGOING</p> <p>A specific report on the implementation of the HRM strategy is presented to the 190th session of the Executive Board.</p>	<p>COMPLETED</p> <p>A specific report on the implementation of the HRM strategy is presented to the 191st session of the Executive Board.</p>	COMPLETED
(s) Improve IT systems to support programme planning, implementation and reporting	<p>ONGOING</p> <p>Progress has been made on the harmonization of IT tooling across the Organization as well as on reducing IT procurement costs (including printing). Additionally, new tools have been developed, in particular: a contract management tool, an e-recruitment tool, a dashboard for Administrative Officers to simplify reporting and decision-making, various conferencing tools, as well as an upgrade of the SAP (System Applications and Products). The assessment of the correspondence process and tool is completed and its implementation is pending approval of funding.</p> <p>Various other IT projects are ongoing: pilot-testing of the integrated staff cost management system, refinement of the travel planning tool is under development, specification of HR workflows.</p>	<p>PROPOSED FOR COMPLETION²</p> <p>The improvement of systems to support the Organization is continuing within the context of the agreed Knowledge Management and ICT Strategy.</p> <p>For travel planning, various HR processes and staff cost management processes have been streamlined and new tools implemented. Existing systems are now rolled out to all remaining field offices and UIL.</p> <p>The enhancement of our reporting and business intelligence platform is continuing to improve the support for decision making. Significant progress was made on improving the connectivity with the field through a new network design, improved infrastructure at various key offices and use of conferencing tools.</p> <p>Progress was made on improving the ICT function through implementation of Prince2 as project management methodology, a new helpdesk tool, new ICT policies and improvement</p>	PROPOSED FOR COMPLETION

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		of the governance processes.	
(t) Streamline financial management systems	<p>ONGOING</p> <p>The Director General decided to consolidate the Administrative units of the central services at HQ. The savings related to this reform are in the order of seven posts and in the range of USD 1.5 to USD 1.9 million per biennium.</p> <p>Financial policies are developed in order to strengthen overall the internal control framework with feed-in to information system changes. Process reviews are routinely conducted to identify and resolve administrative bottlenecks.</p> <p>With regards to streamlining of financial management for implementation of extrabudgetary projects, more details can be found in document 190 EX/29 and 190 EX/INF.5</p>	<p>PROPOSED FOR COMPLETION²</p> <p>The streamlining of financial management systems is continued through two aspects:</p> <p>(i) The reduction of overlapping roles and responsibilities</p> <p>(ii) The simplification of administrative processes</p> <p>The related measures are underpinned by a move from control to accountability, aimed at accelerating programme implementation through a greater delegation of financial management authority to Sectors and Field Offices and by strengthening the Bureau of Financial Management's role in monitoring and compliance.</p> <p>The following features illustrate streamlining measures:</p> <p>(i) Reduction of overlapping roles and responsibilities: The structure of the Bureau of Financial Management was realigned in 2012, streamlining units and consolidating teams that need to work together and removing operational duplications. This led to the reduction in the number of sections and the abolishment of 6 general staff posts.</p> <p>The final structure of the consolidated AO unit for Corporate and Programme Related Services was approved by the DG in October 2012 and established in February 2013. A detailed report is submitted under 191 EX/26.</p> <p>The review of the Programme Sectors AO Units was launched mid-January 2013 and a revised structure will be implemented by September</p>	<p>PROPOSED FOR COMPLETION</p> <p>Phase 1 AO Reform Completed in February 2013</p> <p>Phase 2 AO Reform to be completed by Sept</p>

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		<p>2013, on approval by the DG.</p> <p>(ii) Simplification of administrative processes</p> <p>The update of financial policies is a continuous effort. In this respect, a number of measures and decisions to strengthen internal control, to streamline processes or to yield cost efficiency, have already translated into policy changes. More details can be found in document 191 EX/26 target 12.</p> <p>Operational areas under review for process simplification include: staff cost management, travel, contracting, budgeting, budget management and cost recovery for extrabudgetary projects. The respective projects will be completed by December 2013, further details on the progress can be found in 191 EX/26.</p> <p>Cost Recovery policy and extrabudgetary process are being revisited regarding aspects of policy matters and regarding the simplification of processes and enhancement of tools.</p>	<p>2013</p> <p>Ongoing</p> <p>Ongoing, the respective projects to be completed by December 2013</p> <p>December 2013</p>
2. Strategic Direction Two – Positioning closer to the field			
(a) Ensure policy coherence	<p>ONGOING</p> <p>As part of the follow-up to the roadmap, all field offices have been requested to prepare UNESCO Country Programming Documents (UCPDs) for the countries under their purview. To date, UCPDs for 29 countries have been prepared and published, and 10 additional UCPDs are at various stages of preparation. The process is being closely followed-up and coordinated by the Bureau of Strategic Planning which also provides</p>	<p>ONGOING</p> <p>To date, UCPDs for 32 countries have been prepared and published, and 19 UCPDs are under preparation. The Bureau of Strategic Planning continues to closely support and coordinate the preparation of UCPDs in cooperation with Headquarters relevant sectors and services and field offices, including through the provision of 2% support funds, where applicable. All UCPDs published can be found on</p>	END 2013

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	guidance and backstopping, in coordination with programme Sectors and Regional offices.	UNESCO/BSP website: UNESCO and United Nations reform – Country Programming.	
(b) Define responsibilities, roles and expected outcomes of all organizational entities, including category 1 institutes	<p>ONGOING</p> <p>The review of UNESCO's Category I Institute for Education is ongoing, with special attention to programme coherence, financial sustainability and streamlining administration and governance, as well as clarification of roles and responsibilities.</p> <p>The implementation of the field reform in Africa is ongoing with a redefinition of the roles of the two regional offices in Nairobi and Dakar in conformity with the accountability framework outlined in the documents 187 EX/33 and 36 C/27.</p>	<p>ONGOING</p> <p>The review of UNESCO's Category 1 Institute for Education has been completed and is being submitted to the 191st session of the Executive Board. Key recommendations point to the need for better clarification of roles and responsibilities of Category I Institutes while positioning them clearly among all organisational entities. A summary report is available in 191 EX/22.INF. ED category 1 institutes and submitted together with 191 EX/22 IOS Annual Report 2012. The Education sector formulated proposals for measures to improve effective management of education-related category 1 institutes. (See 191 EX/17).</p> <p>For field reform see (c) below.</p>	END 2014
(c) Clarify reporting lines in new field network and update tables of authority and accountability ⁵	<p>ONGOING</p> <p>The field reform is under implementation as specified in document 190 EX/32 and the first two regional offices (Dakar and Nairobi) will be in function by 1 October 2012. A revision of existing reporting lines, in particular in regard to the delegation of authority and accountability is being worked out for this purpose in order to ensure best possible and most efficient alignment between programme objectives, available resources and implementation efficiency at</p>	<p>ONGOING</p> <p>The implementation has continued. Regional and national offices, including the establishment of a new office in Juba, South Sudan, in West Africa Sahel and East Africa regions are in function. Former cluster offices in these two regions have been transformed into national offices. The new office in Abidjan, Côte d'Ivoire will be established by the time of the 191/EXB. The Central African region will be functional by the end of May and West and Southern Africa will be ready before the</p>	END 2013

⁵ Also proposed under Strategic Direction 3.

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	regional and national levels. The regional offices will, as decided by the General Conference and the Executive Board (187 EX/33 and 36 C/27 have a supervisory function vis-à-vis national entities (national offices, project offices, desks).	end of the year. Staffing plans have been made for all offices in Africa. The implementation of the field reform is still ongoing and simplified reporting lines and enhanced decentralized authority and accountability to directors and heads of field offices have been prepared. Reporting lines between regional and national field offices has been clarified. Heads of national offices will report to the regional director.	ONGOING
(d) Strengthen coordination and synergy between Headquarters and field	ONGOING New information and communication tools are introduced to ensure a better communication and coordination of activities between field offices and between field offices and HQ. Both the new online Yammer Platform for heads of office and directors and the coming UNESCOMMUNITY will enhance communication and coordination. Additionally, regular video and audio-meetings already take place regularly with field offices.	PROPOSED FOR COMPLETION Both the Yammer platform and in particular the new UNESCOMMUNITY website have improved the quality of the communication between field and HQ and among field offices. There is however still a need to bolster the capacity of field office personnel to ensure visibility of UNESCO's in country activities and BFC and ERI are working on ways to ensure this.	PROPOSED FOR COMPLETION
(e) Ensure an ongoing evaluation process of the reform of field network	ONGOING The evaluation of the reform of the field network is planned for the end of the 36C/5 biennium.	ONGOING A number of field office evaluations are included in the IOS evaluation plan but a full evaluation of the field reform is postponed because of a lack of resources.	END 2014
(f) Provide the necessary professional skills and competencies	ONGOING Detailed staffing plans have been prepared for Dakar and Nairobi offices and redeployment of staff is underway and should be finalized by the end of September 2012.	PROPOSED FOR COMPLETION A detailed staffing plan has been prepared for all offices and redeployment is ongoing and almost completed in West Africa Sahel and East Africa where the field reform is functional.	PROPOSED FOR COMPLETION
(g) Creation of regional support platforms	ONGOING Specific Terms of References for the	ONGOING The administrative support platform in Addis	END 2013 (for Africa) Timeline to be defined

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	administrative support platform to be established in Addis Ababa have been developed.	Ababa was postponed to spring 2013 in order to benefit from the overall AO reform at Headquarters.	for other regions
(h) Include provisions in the new human resources strategy to support implementation of the field reform	COMPLETED	COMPLETED	COMPLETED
(i) Provide detailed estimate of the costs of the field reform	ONGOING The revision of the costs for the first phase of the field reform is being revised in light of the current financial situation.	ONGOING An operational budget for 2013 has been elaborated	END 2013 (for Africa) Timeline to be defined for other regions
(k) Develop detailed implementation plan for field reform	ONGOING The first phase of the field reform is being implemented and comprises the establishment of two new national PCPD Offices (in South Sudan and in Cote d'Ivoire), the establishment of the first two regional multi-sectoral offices (Dakar and Nairobi), the preparation of the administrative-financial support platform (in Addis Ababa) and the changes to affected cluster offices, including the phasing out of the national office in Burundi, as well as the expansion of the Angola antenna.	ONGOING The implementation plan has been finalized and only awaits the final decision on the location of the regional office in Southern Africa. The last consultations to decide this are taking place.	END 2013 (for Africa) Timeline to be defined for other regions
(l) Develop results-based strategies for all offices for strategic and programmatic alignment	ONGOING Annually the EX/4 report contains a strategic assessment of the major results achieved, challenges encountered and lessons learnt at the field level. It also contains a brief assessment of the office's contribution to the United Nations	ONGOING UNESCO Field Offices prepare results-based UCPDs, specifying in their results matrices strategic and programmatic alignment with results of the C/5 as well as with UN joint programming results commitments (CCA/UNDAF). See also 2a)	ONGOING 37 C/5

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	<p>Country Team's (UNCT) work and common country programming.</p> <p>Efforts have been pursued to reinforce the institutional capacities in the results-based management approach to further enhance the results-orientation of the Organisation. To ensure a common understanding and consistency of UNESCO's RBM approach, training courses and capacity-building workshops have been organised, in line with the strategic orientations, policies and the priorities established.</p> <p>RBM introductory courses have been offered to both permanent delegations and UNESCO's staff members. A special RBM workshop for managers has been developed to improve the quality of evidence-based and result-oriented reporting.</p> <p>In the follow-up to the training sessions assistance has been provided for the formulation of work-plans and other programme related documents. Eleven 36 C/5 work-plans (RP and XB) were reviewed by the responsible officers to improve their results-orientation.</p>	<p>Efforts continue to be pursued to reinforce the institutional capacities in the results-based management approach to further enhance the results-orientation of the Organization. As reported under 1 h) above, RBM presentations, workshops and backstopping have continuously been provided.</p> <p>At the 190th Session, the Executive Board expressed its satisfaction with the format, structure and content of the EX/4 report (190 EX/Decisions and 190 EX/INF.24). Members for the first time specified that the quality of information, which had become more analytical, would facilitate the debate on substantive issues and guide the members in their monitoring tasks.</p>	
(m) Enhance consultant roster	<p>ONGOING</p> <p>Rosters are being set up in several field offices.</p>	<p>PROPOSED FOR COMPLETION</p> <p>Rosters are being set up in remaining field offices.</p> <p>UNESCO new Roster of experts/support services has been launched by HRM in January 2013. It is available worldwide and is accessible by field offices. The roster was developed taking into consideration the outcome of consultations with main stakeholders at Headquarters and in the field offices.</p> <p>The training on the search function will be organized in March 2013 at Headquarters and for</p>	PROPOSED FOR COMPLETION

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		the field offices (through web/video conferences).	
(n) Better use of expertise and capacity in category 1 and 2 institutes and centres	<p>ONGOING</p> <p>The need for better coordination and collaboration with the UNESCO Institutes has been discussed in the meetings BFC has organized with field office directors and it is part of mandate for field office directors in the new structure to ensure the best possible use of such institutes within their region/country.</p> <p>The evaluation of UNESCO's category I institutes for education is ongoing and will make recommendations to improve the collaboration between UNESCO and its institutes.</p> <p>More details on category II institutes can be found in document 190 EX/18.</p>	<p>ONGOING</p> <p>The evaluation of UNESCO's Category 1 Institute for Education has been completed and is being submitted with a series of key recommendations to the 191st session of the Executive Board. (see 191 EX/22 IOS Annual Report 2012, 191EX/22.INF and 191 EX/17). The review calls for a clearer positioning of the Institutes and for a clear and feasible modus of collaboration and division of labour in their respective field of work to ensure synergy and complementary between the different UNESCO entities. Furthermore it underlines the need for the new ED sector 2020 strategy to better define expectations towards the Institutes for this purpose.</p> <p>The new regional offices will (as defined as one of their responsibilities) have to be in frequent contact with the UNESCO Institutes in that region. National offices will continue to work together with Institutes in the country.</p>	SPRING 2014
(o) Build on experiences gained in South-South cooperation fund and strengthen cooperation with UNDP South-South coordination fund	<p>ONGOING</p> <p>A new initiative has been started in Angola where UNESCO is working closely with the government to design an overall country programme to be financed through self-benefitting funds. The design of this programme and its national implementation modalities benefit from direct South-South cooperation between Brazil and UNESCO's offices in Brasilia and Angola.</p>	<p>ONGOING</p> <p>The programme in Angola has been fully developed following an inter-sectoral mission in fall 2012 and several activities financed through Angolan self-benefitting funds have already taken place. The existing small antenna in Luanda will become a desk corresponding to the field reform</p>	ONGOING Specific timeline not yet available

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
(p) Establishment of monitoring and evaluation and knowledge management function as part of new field network	ONGOING These functions feature in the planned staffing overview as an integral part of the new regional offices. The filling of such posts will take place through redeployment from Headquarters due to the financial limitations.	ONGOING These functions feature in the planned staffing overview as an integral part of the new regional offices. The filling of such posts is taking place through redeployment from Headquarters.	END 2013 (for Africa) Timeline to be defined for other regions
(q) Promote self-evaluation and make it an integral part of programme management	ONGOING The development of self-evaluation guidelines and training material are postponed but still included in the longer term work-programme.	ONGOING The development of self-evaluation guidelines and training material is on-going and expected to be completed by the end of 2013. Final narrative reports of extrabudgetary projects will be based on mandatory self-evaluation exercises in the 37 C/5 periods.	SPRING 2014
(r) Revise evaluation policy to make self-evaluation completion reports a requirement for all extrabudgetary projects	ONGOING A revised Evaluation Policy will be presented in 2014 to take into account the 8 year-cycle of the C/4.	ONGOING The revised UNESCO evaluation policy will include a requirement that final narrative reports of extrabudgetary projects will need to be based on mandatory self-evaluation exercises. The revised UNESCO evaluation policy will be presented to the spring session of the Executive Board in 2014. A respective revision has already been made to an internal guidance note on the evaluation of UNESCO's extrabudgetary activities.	EX 194
3. Strategic Direction Three – Participation in the United Nations			
(a) Further strengthen participation in joint United Nations planning and implementation	ONGOING UNESCO is actively engaged in all major United Nations joint planning coordination mechanisms, including at the global/ inter-agency, regional and	ONGOING UNESCO continues to be an active participant in the UN system coordination mechanisms at global/inter-agency level, including in the Chief	ONGOING 37 C/5

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
<p>processes including harmonization of business practices</p>	<p>country levels.</p> <ul style="list-style-type: none"> • At the global level, the Director-General regularly participates in the Chief Executives Board (CEB) and UNDG Advisory Group Principals meetings. She has also been tasked by the United Nations Secretary-General to undertake, together with the Executive Director of UNFPA, a review of work and practises of CEB by mid-2013. • UNESCO currently holds the Vice Chairmanship of UNDG, after serving as Chair of the UNDG Advisory Group at ADG level. In that function, UNESCO is currently overseeing the inter-agency “review of existing funding modalities in support of the United Nations Resident Coordinator System”, as mandated by ECOSOC, and of the Expanded Funding Window of the MDG-F. • UNESCO also co-chairs the inter-agency working group on joint funding and business operations, charged inter alia with driving the harmonization of United Nations business practises. • UNESCO continues to lead, alongside with ITU the Board and Commission for Digital Development and to chair on a rotating basis the United Nations Group for Information Society. The Organization has been the lead facilitator of the achievement of six of 18 thematic goals, including e-learning, ICT for science, freedom of expression, ethical dimension of Information society. • At the regional level, UNESCO continues its engagement in the regional UNDG Teams, 	<p>Executives Board (CEB) and its three pillars, the High-Level Committees on Programme and Management (HLCP and HLCM) and the United Nations Development Group (UNDG), (see 191 EX/16 Part I for a more detailed account of UNESCO’s engagement).</p> <ul style="list-style-type: none"> • Under the chairmanship of UNESCO, a UNDG inter-agency review has been undertaken on the future funding of the Resident Coordinator system. The review, whose recommendations are now widely discussed, serves as a reference to the QCPR, and aims at ensuring fair and predictable funding of this important pillar of UN joint action at regional and country levels. The recommendations emerging from this review will be reported by the UNDG Chair to CEB and by the United Nations Secretary-General to ECOSOC. • UNESCO has in January 2013 chaired and hosted the meeting of the Steering Committee of the “Expanded Funding Window” for Delivering as One, which has been the single most important pooled fund mechanism in supporting One Funds at country-level. After a positive evaluation it is hoped that this funding modality can be continued in the years to come; UNESCO is co-leading a system-wide reflection on how this support fund can be most effectively endowed by donors in the future. • UNESCO has actively contributed to the elaboration of the Quadrennial Comprehensive Policy Review (QCPR) resolution, which constitutes an important framework for joint United Nations operational activities for the years to come. Noteworthy is in particular that 	

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	<p>including the Peer Support Groups. UNESCO's participation in the face-to-face meetings has been hampered to a certain extent by the funding cuts.</p> <ul style="list-style-type: none"> UNESCO continues, under the 36 C/5, the earmarking of 2% of Major Programme activity funds to support UNESCO's engagement in CCA/UNDAF and equivalent exercises, and decentralizes funds based on a review process of requests submitted by Field Offices. Funding requests are reviewed by BSP, in coordination with the disbursement of BFC reinforcement funds. 	<p>the QCPR for the first time contains a dedicated section on "Delivering as One" (DaO), which recognizes the achievements and experiences so far in enhancing the coherence, relevance, effectiveness and efficiency of the United Nations development system in the original eight Delivering as One pilot countries. The QCPR then asks the United Nations development system formulate 'standard operational procedures' for those countries which decide to implement DaO. As member of a UNDG High-Level Group, UNESCO is been fully involved in developing these tools, and has been co-leading the work in the area of harmonized business operations.</p>	
(b) Report on UNESCO participation in United Nations coordination mechanisms and inter-agency operations	<p>ONGOING</p> <p>UNESCO has been entrusted with the lead role in a number of interagency coordination mechanisms and operations at the global level, such as (i) Secretary-General's education initiative; (ii) implementation of science-related recommendations of United Nations Secretary-General's High-level Panel on Global Sustainability (GSP); (iii) Vice Chairmanship of the United Nations Development Group; (iv) co-chairmanship of two working groups of the United Nations Evaluation Group (UNEG) on the evaluation of normative work and the formulation of revised evaluation standards; (v) Co-chairmanship of the inter-agency working group on joint funding and business operations; (v) member of Board of Governors of UN System Staff College by appointment of UN Secretary-General</p> <p>At the country level, UNESCO often assumes the lead of the education and communication groups</p>	<p>ONGOING</p> <p>UNESCO provides coordination and/or leadership functions in a number of sectoral UN system-wide initiatives:</p> <ul style="list-style-type: none"> In the area of education, UNESCO will host the Secretariat of the United Nations Secretary-General's Global Education First Initiative (GEFI), for which the Director-General has been designated Executive Secretary of the Steering Committee. UNESCO played a critical role in designing the Initiative, which has three main priorities: putting every child in school, improving the quality of education and fostering global citizenship. The Organization is now in the process of working with champion countries and other United Nations system-actors in order to identify targeted actions to deliver on the priorities of the GEFI. In 2011 UNESCO was officially appointed by UN-Water to lead the preparations for the 	ONGOING 37 C/5

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	of the UNCTs.	<p>International Year of Water Cooperation and the World Water Day in 2013. In February 2013, the Director-General launched the United Nations International Year of Water Cooperation in the presence of the Chairperson of UN-Water and other high-level personalities.</p> <ul style="list-style-type: none"> • With respect to the establishment of the Scientific Advisory Board of the United Nations Secretary-General (for which UNESCO has been asked to take a lead role, including by providing its Secretariat), the Director-General has undertaken broad consultations with the heads of other United Nations organizations and scientific organizations. The consultations were based on a comprehensive proposal elaborated by the Director-General including the terms of reference of the Board and a list of high-level experts representing a broad spectrum of sciences for sustainability issues, as potential members of the Board. The results of the consultation process will be submitted by the Director-General to the United Nations Secretary-General. • Building on the projects of the UNDP/Spain MDG Achievement Fund (MDG-F), UNESCO has suggested to the undg the establishment of an inter-agency Task Team on Culture and Development, to further strengthen the inclusion of culture components in development programmes, including in CCA/UNDAFs at country level. The undg has endorsed the establishment of the Task Team, which has commenced its work in December 2012 under the chairmanship of ADG/CLT. • In an inter-agency initiative, UNESCO 	

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		<p>supported the launch a joint plan of action for the safety of journalists in five initial countries: South Sudan, Iraq, Nepal, Pakistan and a country of Latin America that is still to be named.</p> <p>At the regional and country levels, UNESCO continues to strengthen its involvement in Regional UNDG Teams and United Nations Country Teams (detailed reporting on these activities can be found in 191 EX/4 Add.).</p>	
(c) Clearly define role of liaison offices	COMPLETED	COMPLETED	COMPLETED
(d) Develop communication mechanism to provide Member States with information on work of liaison offices in New York and Geneva	<p>ONGOING</p> <p>Member States will be regularly updated on the work of the liaison offices through the Director-General's oral and written reports.</p>	<p>PROPOSED FOR COMPLETION</p> <p>Member States will be regularly updated on the work of the liaison offices through the Director-General's oral and written reports.</p>	PROPOSED FOR COMPLETION
(e) Implement policies of geographic and inter-agency mobility/new human resources strategy	<p>ONGOING</p> <p>An updated Mobility Policy is being prepared which will include the establishment of a Mobility Review Committee (timeframe: 1st Q 2013). In the meantime, mobility decisions have been made on a case by case basis, as required, by matching functions with the competencies of staff.</p> <p>As at 30 June 2012, the ratio Field/HQs RP posts remains at its 36 C/5 baseline level of 36/64. The proposed abolition of 37 HQs RP posts made</p>	<p>ONGOING</p> <p>An updated Geographical Mobility Policy has been prepared, to facilitate and streamline geographical mobility. Internal consultations are underway (timeframe 2nd Q 2013).</p> <p>Mobility, in particular in support of the Field Reform in Africa, continues. A total of 30 moves took place in 2012 (11 from Headquarters, 15 field to field, and four field to Headquarters).</p>	SPRING 2014

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	<p>during the review of vacant posts in June 2012, would improve the Field/HQs ratio by 1 point, to reach 37/63 compared to a target of 40/60.</p> <p>Mobility, in particular in support of the Field Reform in Africa, continues. A total of 49 moves took place from June 2011 to June 2012 (11 from HQs, 23 Field to Field, and 15 Field to HQs).</p>		
(f) Develop list of competencies required for posts of United Nations Resident coordinators	<p>ONGOING</p> <p>UNESCO continues to be fully involved in the work of the inter-agency working group on Resident Coordinator issues, charged with the development of RC competency and skills profiles.</p>	<p>PROPOSED FOR COMPLETION</p> <p>The list of competencies has been developed in the context of the inter-agency Working Group on Resident Coordinator issues.</p>	PROPOSED FOR COMPLETION
(g) Improved coordination at Headquarters	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>	<p>PROPOSED FOR COMPLETION</p> <p>BSP is coordinating participation and cooperation with the United Nations.</p>	PROPOSED FOR COMPLETION
(h) Training opportunities to assist staff join corps of United Nations Resident Coordinators and Representatives	<p>ONGOING</p> <p>HRM supports the participation of staff members to relevant trainings organized by the Staff College in Turin such as UN Leaders and UNCT Leadership Skills. However 2012-2013, due to the financial situation of the Organization there are no funds allocated for UNESCO training.</p> <p>UNESCO is also contributing to the conceptualization of two specific trainings in the framework of the ONE UN DELIVER: one for improving the Skills and Tools for Effective Program Support (entitled STEPS), the second for the improvement of Operations Management Skills (entitled OMS). These two training are part</p>	<p>PROPOSED FOR COMPLETION</p> <p>HRM supports the participation of staff members to relevant trainings organized by the Staff College in Turin such as UN Leaders and UNCT Leadership Skills. One staff member was appointed as Resident Coordinator in 2012.</p> <p>Training opportunities are available and participation is encouraged but funds are restricted.</p>	PROPOSED FOR COMPLETION

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	of the implementation of the United Nations reform at field level.		
4. Strategic Direction Four – Strengthening governance			
(a) Development of accountability framework for relations between the governing bodies and the Secretariat	<p>ONGOING</p> <p>The Director-General provides a report at the 190th session of the Executive Board on this matter.</p> <p>A study is under way (see Roadmap report item 34) analysing the practices of various intergovernmental bodies and identifying issues which hinders efficiency.</p> <p>Progress achieved with regards to formal processes of accountability stems from various efforts to improve the quality of EX/4 and C/3 reporting, as well as the pursuit of other strategic thrusts mentioned by the IEE, such as: (i) the improvement of RBM (see 1) and of SISTER with its greater accessibility to Member States; (ii) the institution of the experimental Ad Hoc Preparatory Group of the Executive Board facilitating the assessment of the work of the Secretariat; (iii) the measures taken to curtail the duplication of debates; (iv) the regular meetings among the Heads of the Three Governing Organs (see 189 EX/Dec.11)</p> <p>Progress achieved with regards to semi-official channels of dialogue stems from: (i) the increase in the number of briefing and information sessions for Permanent Delegations on specific subjects in between Executive Board Sessions; (ii) the overhauling of UNESCO's website dedicated to Member States and National Commissions.</p>	<p>ONGOING</p> <p>The Director-General submitted a report on the subject to the Executive Board at its 190th session (190 EX/INF.12, Annex II).</p> <p>See also 2 (b) and (c), 4 (a), (t),(y), and (z) and 5 (c) referring to accountability frameworks, information requirements for governance oversight, transparency of information, and clarifying roles, responsibilities and reporting lines. Following the Joint Inspection Unit's (JIU) recommendation for all United Nations system organizations to develop stand-alone accountability frame-works (ref. JIU/REP/2011/5) the UNESCO Secretariat will present a consolidated accountability framework to the 192nd session of the Executive Board.</p>	<p>FALL 2013</p> <p>EX 192</p>

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
(b) Establish pilot monitoring mechanism to identify obstacles and improve interaction between the governing bodies and the Secretariat	<p>ONGOING</p> <p>The Director-General proposed a mechanism in 189 EX/11 after consultation with the President of the General Conference and the Chairperson of the Executive Board, which was endorsed at the 189th session of the Executive Board (decision 189 EX/Dec 11, para. 8.) Three meetings in the series of regular meetings of the heads of the three organs of UNESCO have been held.</p>	<p>PROPOSED FOR COMPLETION</p> <p>After consulting the President of the General Conference and the Chairperson of the Executive Board, the Director-General proposed a mechanism in document 189 EX/11, which was adopted at the 189th session of the Executive Board (189 EX/Decision 11, para. 8.) Three meetings in the series of regular meetings of the heads of the three organs of UNESCO have been held and have led to the prior establishment of a list of matters for consideration and the publication of a summary record on www.unesco.int.</p>	<p>PROPOSED FOR COMPLETION</p>
(c) Submit relevant new initiatives to governing bodies when within their prerogative	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>	<p>ONGOING</p> <p>See 191 EX/16 Part IV for a discussion of governance arrangements including a proposal for an external evaluation.</p>	<p>ONGOING</p> <p>Timeline to be decided after EX 191.</p>
(d) Better use of information meetings	<p>COMPLETED AND INTEGRATED IN WORK PRACTICE</p> <p>Since the 189th session of the Executive Board, eight information meetings to permanent delegates have taken place. Moreover, two Thematic debates have been organized between the Secretariat and the Permanent Delegates of UNESCO.</p>	<p>COMPLETED</p>	<p>COMPLETED</p>
(e) Chairperson to convene half-day special session, when required, for the Director-General	<p>ONGOING: NO ACTION NECESSARY FOR THIS SESSION</p>	<p>PROPOSED FOR COMPLETION</p>	<p>PROPOSED FOR COMPLETION</p>

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
to consult the Executive Board under Rule 59			
(f) General Conference to examine draft resolutions without general debate, unless requested	COMPLETED AND INTEGRATED IN WORK PRACTICE The same approach will be proposed for the 37th session of the General Conference, given its success at the 36th Session.	COMPLETED	COMPLETED
(g) Director-General to present decisions of governing bodies of international and intergovernmental programmes and UNESCO conventions having financial implications for the C/5 document in a single report	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	ONGOING See the discussion of proposals contained in 191 EX/16 Part IV.	37 GC
(h) General Conference to merge Administration and Programme and External Relations Commissions of the General Conference on an experimental basis	ONGOING : NO ACTION NECESSARY FOR THIS SESSION	PROPOSED FOR COMPLETION This is taken into account in the Director-General's proposals for the organization of the work of the 37th session of the General Conference (191 EX/21, Part II).	PROPOSED FOR COMPLETION
(i) Formalize within the Rules of Procedure of the General Conference the current practice	ONGOING Preliminary examination came to the conclusion that no changes to the rules of procedure are required to implement this recommendation. The current rules of procedures are adequate to	PROPOSED FOR COMPLETION	PROPOSED FOR COMPLETION

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whereby Programme Commissions present to the Plenary Draft Resolutions to amend the C/4 and C/5 documents	continue the standard practice, i.e. Draft Resolutions (DRs) concerning a single MP are referred to the corresponding commission and DRs with multi-MP implications are reviewed by the joint meeting of commissions (as practised at the last two sessions) along with DRs relating to the C/4.		
(j) Translate into an admissibility criterion the recommendation that draft resolutions with financial implications clearly identify the Main Line of Action from which the resources should come	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	PROPOSED FOR COMPLETION This is one of the Director-General's proposals for the organization of the work of the 37th session of the General Conference (191 EX/21, Part II).	PROPOSED FOR COMPLETION
(k) Organize the sessions and set up agendas consistent with requirements of managing four-year programming cycles	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	PROPOSED FOR COMPLETION See 191 EX/21 Part I.	PROPOSED FOR COMPLETION
(l) Develop a biennial programme for the plenary debates of the Executive Board focusing on thematic issues	ONGOING The current financial situation makes it difficult to move ahead on this recommendation at this time since the agendas of the board sessions and the timing and financing of the thematic debates are in a state of flux.	ONGOING Ongoing reflection: learning lessons from the transition to the four-year cycle.	ONGOING Timeline to be decided following 37 C/4 debate.
(m) Increase the number of items discussed in joint meetings of the	COMPLETED AND INTEGRATED IN WORK PRACTICE	COMPLETED	COMPLETED

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
PX and FA Commissions			
(n) Director-General to propose a quality frame-work for Executive Board documents to ensure concise, analytical and action-oriented reports	COMPLETED AND INTEGRATED IN WORK PRACTICE	COMPLETED	COMPLETED
(o) Require all substantive amendments to draft decisions be provided in writing	COMPLETED AND INTEGRATED IN WORK PRACTICE	COMPLETED	COMPLETED
(p) Ensure that draft decisions related to the C/4 and C/5 documents are agreed in respective commissions of the Executive Board prior to consideration by the drafting group	ONGOING : NO ACTION NECESSARY FOR THIS SESSION Progress will depend on the organizational decisions relating to the processing of the C/4 and C/5 preliminary proposals at the 190th session of the Executive Board.	ONGOING Progress will depend on the organizational decisions relating to the processing of the C/4 and C/5 document preliminary proposals at the 191st session of the Executive Board. Conduct a similar procedure to that followed at the 190th session.	37 C/4 and 37 C/5
(q) Executive Board adopts criteria similar to those of the General Conference concerning draft decisions aiming to amend the C/5 document	ONGOING : NO ACTION NECESSARY FOR THIS SESSION	ONGOING A new working method is expected to be introduced at the 191st session to take this recommendation into account.	EX 192

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
(r) Suspend the work of the Group of Experts on Finance and Administrative Issues from the 188th session, for an experimental period of two years	COMPLETED	COMPLETED	COMPLETED
(s) Establish, on an experimental basis, an Ad Hoc Group with enhanced participation by all UNESCO Member States to support the preparation of the two Plenary Commissions of the Executive Board from the 188th session	COMPLETED AND INTEGRATED IN WORK PRACTICE	COMPLETED	COMPLETED
(t) Director-General to submit a comprehensive report on the UNESCO Secretariat accountability framework and its monitoring and evaluation mechanisms	ONGOING UNESCO continues to strengthen its accountability framework in line with benchmarked good practices through the recent introduction of a fraud policy and annual statements and managers' attestations on internal control. Current initiatives include a Financial disclosure policy and improvements in IT governance, which are underway. This will be followed by a comprehensive document defining the accountability framework and its components including Results-Based Management (to include Results-Based Budgeting), UNESCO's Internal	ONGOING See item 4 (a) above and 191 EX/22 (IOS Annual Report 2012). A consolidated accountability framework will be submitted to the 192nd session of the Executive Board.	FALL 2013 EX 192

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	Control Policy, Internal Oversight Service, Ethics Office, Risk Management Committee, Oversight Advisory Committee, as well as regulations, rules and procedural requirements of the Organization.		
(u) Director-General to put in place a Change Management Team	COMPLETED AND INTEGRATED IN WORK PRACTICE	COMPLETED	COMPLETED
(v) Develop fuller assessment for the C/3	ONGOING Please see progress reported under 1(i).	ONGOING Please see progress reported under 1(i). This aspect is also included in the IOS work programme.	EX 194
(w) Assist Member States in the preparation of Executive Board reports to the General Conference on the implementation of the C/5	COMPLETED AND INTEGRATED IN WORK PRACTICE	COMPLETED	COMPLETED
(x) More inclusive consultation process	ONGOING Please see progress reported under 4 (a)	PROPOSED FOR COMPLETION	PROPOSED FOR COMPLETION
(y) Discuss and agree upon information required for governance oversight	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	ONGOING See 4(a), 4 (t) and 191 EX/16 Part IV.	ONGOING Timeline to be decided.

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
(z) Streamline and improve transparency of information for Member States	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	ONGOING	ONGOING PROCESS No timeline available.
(aa) Ensure extrabudgetary resources fall under same governance oversight as regular programme	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	ONGOING IOS is conducting a stocktaking of all evaluations of extrabudgetary projects and will draw systematic conclusions.	ONGOING Timeline to be decided.
5. Strategic Direction Five – Developing Partnership Strategy			
(a) Develop draft policy framework for strategic partnership	COMPLETED FOR 190th SESSION In response to the request of the Executive Board, a comprehensive policy framework for strategic partnerships will be presented to the 190 th session of the Executive Board (190EX/22 Part II). It comprises an umbrella statement as well as individual strategies for engagement with private sector, bilateral government donors, media companies, NGOs, parliamentarians, Associated Schools, UNESCO Clubs, and UNESCO Chairs.	COMPLETED	COMPLETED
(b) Take stock of and assess UNESCO experience of working with different categories of partners	ONGOING During the period considered, the reclassification of all UNESCO's NGO partners according to the two new partnership categories defined in the new Directives (63 in association and 284 in consultation)- submitted to the Executive Board at its 189th session – has allowed a preliminary assessment of the current situation of	PROPOSED FOR COMPLETION A revision of the database of NGOs, foundations and similar institutions (accessible online in English and in French), as well as an evaluation exercise of the current partnership with NGOs, scheduled to be launched in 2013, will allow a preliminary assessment. It will be completed through a full evaluation of partnerships to be	PROPOSED FOR COMPLETION

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	cooperation with NGOs.	<p>conducted during next biennium, the result of which will be presented at the 38th session of the General Conference in accordance with the Directives concerning UNESCO's partnership with NGOs (36 C/Res. 108).</p> <p>The individual strategies for engagement with different categories of partners that were presented to the 190th session of the Executive Board (190 EX/INF.7) as an integral part of the policy framework for strategic partnerships (190EX/21 Part II) include a stocktake of the existing partnerships in the different categories, as well as accountability and evaluation arrangements.</p> <p>An external study was carried out in 2011 on "Building and Managing Partnerships at UNESCO". This included an analysis of the experiences and best practices of partnerships with the different categories of partners as well as a collection of illustrative examples and case studies that provided input to the policy framework for strategic partnerships (190EX/21 Part II) and the individual strategies for engagement. (190 EX/INF.7).</p> <p>See also: 1(o) and 2(q) and (r).</p>	
(c) Include in the policy framework distinct strategies for each category of partners to include, inter alia, objective criteria for the selection, approval and renewal of partnerships, funding	<p>COMPLETED FOR 190th SESSION</p> <p>The individual strategies for engagement with different categories of partners which are an integral part of the policy framework for strategic partnerships to be presented to the 190th session of the Executive Board (190EX/21 Part II), covering inter alia objective criteria for the selection, approval and renewal of partnerships, funding and accountability arrangements, and</p>	<p>COMPLETED</p> <p>In response to 190 EX/Decision 21 (II), the Director-General has included Goodwill Ambassadors, the UNEVOC network and category II institutes in the comprehensive partnership strategy.</p>	COMPLETED

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
and accountability arrangements, and criteria for periodic evaluation	evaluation arrangements.		
(d) Review the mandate and working methods of the NGO committee	COMPLETED	COMPLETED	COMPLETED
(e) Make information on partners available on the Internet and report biennially to the Executive Board on policy framework	<p>ONGOING</p> <p><u>Biennial reporting on the partnership policy framework</u>: the policy framework for strategic partnerships is submitted to the Executive Board for approval at its 190th session (190EX/21 Part II). Thereafter the Secretariat will report to the Executive Board on the status of the comprehensive partnership strategy on a biennial basis.</p> <p><u>Information on partners available on the internet</u>: In the context of the policy framework for strategic partnerships a more streamlined approach to the organization of on-line partnership resources is proposed. UNESCO will provide a single entry point for partnerships on its internet site. Similarly, a dedicated intranet site will be created for the provision of information, tools and guidance material on the full range of categories of partners.</p> <p>With regards to NGOs in particular, a forum on the website for Member States and their National Commissions (www.unesco.int) is</p>	<p>PROPOSED FOR COMPLETION</p> <p>A single entry point for partnerships has been created on the UNESCO website: Join us: Partners & Donors).</p>	PROPOSED FOR COMPLETION

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	<p>specifically devoted to NGOs activities, publications and any other relevant information concerning partner organizations.</p> <p>The database of NGOs, foundations and similar institutions enjoying official partnership with UNESCO is accessible online to all Member States and the general public (in English and in French) and is designed to serve as a valuable platform for reference and assessment of UNESCO-NGOs partnership.</p> <p>Evaluation and impact assessment on specific cooperation between UNESCO and NGO partners at programme implementation level is an intrinsic part of the RBM approach and SISTER. Information on the main aspects of cooperation with NGOs and implementation of this partnership's policy framework is provided to the EXB at each session through the PNG Committee.</p>		
(f) Provide, in 2012-2013, an overview of all networks and initiatives taken to strengthen management of networks	ONGOING: NO ACTION NECESSARY FOR THIS SESSION	ONGOING	END 2013

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
(g) Include in the new Human Resources Strategy the competencies required to interact professionally with the diversity of UNESCO partners and to successfully manage UNESCO networks	<p>COMPLETED</p> <p>Arrangements which need to be in place to ensure the efficient and sustainable management of UNESCO's partnerships including some networks are described in the comprehensive partnership strategy to be submitted to the 190th session of the Executive Board (190 EX/21 Part II).</p>	<p>COMPLETED</p>	<p>COMPLETED</p>
(h) Underline the important role of National Commissions in liaising with national partners and civil society and ensure adherence to Article 7 of the Constitution	<p>ONGOING</p> <p>The role of National Commissions in the partnership building and maintenance, especially at country level, has been highlighted in UNESCO's new partnership strategy which will be considered by the Executive Board at its 190th session (190 EX/21 Part II).</p> <p>With regard to NGOs in particular, National Commissions for UNESCO and permanent delegations are consulted during the admission process of new NGOs to official partnership with UNESCO, particularly and compulsory when the request concerns a national or regional NGO.</p>	<p>PROPOSED FOR COMPLETION</p> <p>The open-ended tripartite working group on the follow-up to the review of UNESCO's Secretariat cooperation with National Commissions for UNESCO has been established for implementing the recommendations resulting from the review.</p> <p>See document 191 EX/33.</p>	<p>PROPOSED FOR COMPLETION</p>
(i) Consult with civil society through specific questionnaire	<p>COMPLETED AND INTEGRATED IN WORK PRACTICE</p> <p>The contribution of NGOs in the programming cycle of the Organization is an important pillar of the new</p>	<p>COMPLETED</p>	<p>COMPLETED</p>

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	<p>directives concerning UNESCO's partnership with Non-Governmental Organizations, which detail the procedures for consultation with NGOs on the Medium-Term Strategy (C/4) and the Programme and Budget (C/5):</p> <ul style="list-style-type: none"> • NGOs contribute to the consultation process by answering to the questionnaires prepared to this effect; • an information meeting for NGOs is organized to provide guidance to NGOs on the process of elaboration of the C/4 and C/5, and specifically on the process of consultation; <p>The International Conference of NGOs in partnership with UNESCO is then invited to communicate collectively to the Director-General the NGOs' views and suggestions about the Draft Programme and Budget, including the guidance provided by the Executive Board</p>		
(j) Elaborate new statutory framework of cooperation	COMPLETED	COMPLETED	COMPLETED
(k) Consider opening up the governing bodies to other partners	COMPLETED	COMPLETED	COMPLETED
(l) Conduct review of cooperation with National Commissions	COMPLETED	COMPLETED	COMPLETED
(m) Encourage Member States to provide more support to National	<p>ONGOING</p> <p>In order to follow up the IOS review of cooperation with National Commissions, the 190th session of the Executive Board is expected to</p>	<p>PROPOSED FOR COMPLETION</p> <p>Following the approval by the Executive Board of the remit and terms of reference of the open-ended tripartite working group on the follow-up to</p>	<p>PROPOSED FOR COMPLETION</p>

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
Commissions	approve the remit and terms of the tripartite working group including its working modalities (190 EX/37). The setting up of this working group composed of representatives of the permanent delegations, National Commissions and the Secretariat (HQ and FOs) was endorsed by the 189 th session of the Board. The outcome of this working group will be reported to the 191 st and subsequent sessions of the Board.	the review of UNESCO's Secretariat cooperation with National Commissions for UNESCO, the first and second meetings of the tripartite working group were held respectively on 19 October 2012 and 21-22 February 2013 at UNESCO Headquarters. In the mean time, an electronic forum (e-form) discussion was opened to all Permanent Delegations and National Commissions to collect ideas and concrete proposals for the follow-up of the IOS review. As requested by the Executive Board (190 EX/Decision 37), the tripartite working group is submitting its report and an action plan with detailed timelines and each others' responsibilities (Member State's governments, National Commissions and the Secretariat) for the implementation of recommendations with a view to enhancing UNESCO's cooperation with National Commissions.	
(n) Strengthen interaction with National Commissions	ONGOING The five regional consultations with Member States and National Commissions on 37 C/4 and the 37 C/5 are conducted in July and in September (Côte d'Ivoire, Viet Nam, Slovakia, Uruguay and Oman) to collect comments and views on UNESCO future strategy and priority programmes. The reports of these meetings are submitted by the DG to 190 th session of the Executive Board for consideration 190 EX/19 Part I. Regular meetings are organized on the occasion of the sessions of the Governing Bodies to update National Commissions on issues of their interest. Communication with National Commissions has been enhanced and improved through new communication channels and	PROPOSED FOR COMPLETION Training seminars for members of National Commissions were organized Africa and Central Asia, in cooperation with hosting and funding National Commissions (October 2012 in Bujumbura, Burundi for East African NatComs; November 2012 in Windhoek, Namibia for Southern African NatComs and video training session for El Salvador National Commissions; December 2012 in Bishkek, Kyrgyzstan for Central Asian NatComs). Further training events are planned at regional and subregional levels in 2013 with a view to building the capacities of this network (in Pacific, Caribbean, Arab States and Europe). Communication with National Commissions continues to be strengthened via	PROPOSED FOR COMPLETION

	Status of implementation 190th	Status of implementation 191st	Timeframe for implementation
	information tools such monthly letters to National Commissions, electronic forum on the front page of www.unesco.int .	monthly letters, online posting of National Commissions' activities, electronic discussions, and development of UNESCO's related databases and web pages.	