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REPORTING ON REFORM ISSUES AND ELEMENTS

PART III

FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION (IEE), AND THE IMPLEMENTATION OF THE ROADMAP

PROGRESS REPORT

SUMMARY

Pursuant to 36 C/Resolution 104, 191 EX/Decision 16 (I), 191 EX/Decision 26 and 192 EX/Decision 4 (III) the Director-General presents herein a progress report on the follow-up to the Independent External Evaluation of UNESCO, and the implementation of the roadmap. Item 194 EX/4 Part III summarizes progress on the different reform areas achieved to date. This item presents the detailed version of the IEE action plan, the status as reported at the 192nd session as well as an update on progress made together with a timeline of expected implementation, for the remaining 22¹ IEE action items and the 11 roadmap targets that are considered as still ongoing and open according to 192 EX/Decision 4 (III). Furthermore it presents references to all items that in line with the aforementioned decisions have been closed and/or are further reported on in the Director-General's regular EX/4 report. References to reporting between IEE action items and the relevant roadmap targets are integrated as appropriate.

¹

The Board 192 EX/Decision 4 (III) refers to 23 action items for which further follow is required, however the decision includes a reference to action item SD2 (j) which does not exist in the original table. The number of open and ongoing action items is therefore 22.

(i)

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A. Detailed progress report on the 22 remaining IEE action items:

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
1. Strategic Direction One – Increasing Focus			
(a) Selection of a limited number of strategic objectives	COMPLETED as per 192 EX/Decision 4 (III)		
(b) Introduce a four-year programming cycle (see also SD4)	COMPLETED as per 191 EX/Decision 16 (I)		
(c) Introduce brief C/4 of a rolling nature over 8-year duration	COMPLETED as per 191 EX/Decision 16 (I)		
(d) Develop programme and timetable of work for C/5 and C/4 preparation and monitoring	COMPLETED as per 191 EX/Decision 16 (I)		
(e) Adopt detailed terms of reference and clear methods of work for C/4 and C/5 drafting group	COMPLETED as per 191 EX/Decision 16 (I)		

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(f) Recommend criteria for introducing new and maintaining existing programmes for regular and extrabudgetary programmes	<p>ONGOING</p> <p>Subsequent to the General Conference's decision to terminate all programmes after a four-year period, unless the General Conference explicitly decides to either extend them by acknowledging the need to run certain programmes for a longer time – or to end them two years early, the proposed draft resolution for each Major Programme in document 37 C/5 contains a reference to this effect. The Director-General has suggested that in accordance with this decision, the four-year cycle of the sunset clauses begin with the implementation of document 37 C/5, in line with the new duration of its programme cycle.</p> <p>Since all extrabudgetary activities must be linked to the Regular Programme (programmed through the Complementary Additional Programme) the main criteria for introducing new extrabudgetary programmes and mobilising additional resources is the need to help achieve the expected results of regular programme, or to broaden their outreach.</p> <p>Extrabudgetary activities are programmed</p>	<p>PROPOSED FOR COMPLETION²</p> <p>Throughout the various stages of the 37 C/5 preparation, starting with the questionnaires sent out to UNESCO Member States, IGOs and NGOs and ending with the examination and the final adoption of the document by the General Conference, the Director-General's proposals in draft document 37 C/5 for launching new programmes and maintaining and/or strengthening existing ones have been examined by the governing bodies, and adjusted subsequent to their decisions by the Secretariat.</p> <p>Programme and budget priority-setting and decision-making have therefore been enabled by this consultation process throughout 2012-2013, which was guided by the following criteria: (i) programme alignment with the strategic programme objectives; (ii) capacity to deliver and the probability of real impact through assessment of the budgetary and human resources available; (iii) delineation and comparative advantage as well as complementarity with the activities of United Nations partners; (iv) formulation of exit strategies and sunset provisions (cf. Resolution of each Major Programme in Approved 37 C/5); (v) periodic assessment of programme performance and their implementation rates (e.g. in the various statutory reports on</p>	<p>PROPOSED FOR COMPLETION²</p>

² Although this action item refers to a continuing process it is proposed for completion as it has been integrated into the ongoing systemic working processes/reform efforts of the Organization and/or appropriate initiatives for its implementation have been put in place by EX 192 and 194 EX respectively. Further reporting will be guaranteed through the regular EX/4 reports.

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	<p>through the CAP in alignment with the programming cycle of regular programme, but the implementation cycle of extrabudgetary projects depends on many different factors, and is not only linked to the programming period of the regular programme.</p> <p>The implementation of multi-year activities supported by donors within the framework of the previous biennium will be continued due to the legal obligations taken by UNESCO with the relevant donors and partners.</p> <p>The possibility of discontinuing extrabudgetary activities for reasons of 'force majeure', or other obstacles which prevent the implementation by UNESCO of a project, is foreseen in all funding agreements concluded with donors and partners as set out in the partnership strategy.</p> <p>(*The respective roadmap targets 1, 2, and 3 have been fully achieved further contributing to application of improved criteria for introducing new and maintaining existing programmes.)</p> <p>IOS according to its 2012/13 workplan (i) has carried out a diagnostic study of all evaluations of extrabudgetary programmes (stock take and quality assessment) that recommends among other the improved integration of (self-) evaluation reports into UNESCO's results-reporting and (ii) will</p>	<p>programme execution (EX4), EX5 and other theme-specific reports, and related decisions by the Executive Board).</p> <p>With regard to the introduction of new extrabudgetary programmes, the preparation of the 37 C/5 CAP covering 2014-2015 is guided by the "Sharpened Resource Mobilization Strategy" set out in document 37 C/INF.28 and Corr. of 7 November 2013. The latter entails a more assertive and finely tuned approach to resource mobilization, as well as a sharper programmatic focus.</p> <p>The focus of the "Sharpened Resource Mobilization Strategy" is threefold:</p> <ul style="list-style-type: none"> (a) reinforcing priority programme areas, consistent with the budget priority ranking established by the Executive Board and confirmed by the General Conference for which an immediate resource mobilization effort should be initiated to preserve UNESCO's impact and relevance; (b) preserving UNESCO's leadership in areas where UNESCO has a global coordination mandate and a recognized expertise and comparative advantage. This includes the coordination of EFA and monitoring global education development, the intergovernmental and global programmes such as IOC, IHP, MAB and culture conventions; (c) allowing the Organization to deliver effectively in the Africa region in support of the six flagship programmes set out in the 	

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	<p>launch a systematic programme review exercise in 2014. Both exercises are contributing to evidence based decision-making and shall lead to improvements in accountability and learning across the UNESCO system.</p> <p>See also points SD 1(n) and SD 4(aa).</p>	<p>Revised Operational Strategy for Priority Africa (37 C/5 Add. 3) and in support of Gender Equality Action Plan for 2014-2021 (37 C/5 Add. 4).</p> <p>IOS and BSP have embarked upon a joint formative evaluation of UNESCO's results-reporting. One of the reasons for undertaking the evaluation was to come up with recommendations to strengthen the efficiency and quality of results-reporting in the UNESCO system and to propose a new model for results-reporting. A summary of the findings and recommendations of the evaluation (including the proposal for the new model) will be presented to the 194th Executive Board. (See 194 EX/22). The latter will include a proposal for periodically informing decision-making processes on the strategic allocation of resources (including the possible closure of programmatic areas of work) with adequate criteria and evidence. See also points SD 1(n) and SD 4(aa).</p>	
<p>(g) Promote intersectorality</p>	<p>PROPOSED FOR COMPLETION²</p> <p>The 33 projects approved by the Director-General are being implemented by the six intersectoral platforms. Information on the progress achieved in the implementation of these projects will be provided in document 192 EX/4.</p> <p>With the phasing out of the six intersectoral platforms by end 2013 the new draft 37 C/4</p>	<p>ONGOING</p> <p>Information on the progress achieved in implementing the six intersectoral platforms is provided in document 194 EX/4.</p> <p>The intersectoral platforms implemented throughout the 34 C/4 and 36 C/5 period will be replaced by more flexible and specifically designed mechanisms in programme implementation at both the global and the country levels during the 37 C/4 and 37 C/5</p>	<p>ONGOING</p>

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	<p>strategy and 37 C/5 programme and budget are conceived in a more intersectoral fashion, implementing a thematic approach.</p> <p>Furthermore the new set-up of multisectoral regional offices (established in the framework of the field reform) is intended to provide a platform for an enhanced intersectoral approach at the field level.</p>	<p>period.</p>	
(h) Review and propose new consultation processes for C/4 and C/5 documents	COMPLETED as per 192 EX/Decision 4 (III)		
(i) Take steps to further strengthen results-based management	REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I)		
(j) Introduce results-based budgeting (RBB)	<p>ONGOING</p> <p>In early 2013, the RBB project was officially launched with the establishment of a project team comprising key stakeholders from the five major programmes and central services in order to deal with all the aspects of the introduction of RBB.</p> <p>Shortly thereafter, the Director-General presented to the Executive Board in 191 EX/5 Add., a report on the progressive implementation of results-based budgeting which outlined:</p>	<p>ONGOING</p> <p>In document 192 EX/5 Part III.C, the Director-General presented an updated report on RBB including an update on the accountability framework for UNESCO's field offices; estimates of investments needed to implement RBB; and a revised calendar of implementation. The field office accountability framework has been published since then, and the Secretariat is focusing on executing the RBB action plan to the extent possible in accordance with the draft calendar of implementation.</p> <p>With regard to the monitoring and reporting of the</p>	<p>ONGOING</p> <p>Phased approach (37 C/5 and 38 C/5)</p>

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	<ul style="list-style-type: none"> • the actions which the Secretariat would need to take in order to successfully implement results-based budgeting; and • a draft calendar of implementation. <p>Furthermore, as per 191 EX/Decision 5.V the Secretariat will present to the Executive Board at its current session (192 EX/5), an updated report on RBB and a revised calendar of implementation which take into account the debate held on this item at the 191st session.</p> <p>IOS performed a results-based budget (RBB) analysis and illustration of the World Heritage Centre. This early examination of challenges and opportunities in implementing RBB in UNESCO identified a number of key decisions to be addressed in moving forward with this initiative. The engagement also highlighted the importance of developing a project plan in consultation with the involved Sectors and Services to establish respective roles, deliverables, timeframes, resources and steering mechanisms. IOS presented the results to the senior managers responsible for RBB implementation and also to the recently established RBB project team in April '13.</p>	<p>37 C/5 (2014-2015) budget, a scheme has been established in order to ensure a reporting which corresponds to how the budget has been structured in line with RBB.</p> <p>The major task for 2014 will be to establish a RBB-based method and technical facility to enable an improved preparation of Draft Budget for document 38 C/5.</p>	

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(k) Reinforce commitment to two global priorities: Africa and Gender Equality	COMPLETED as per 192 EX/Decision 4 (III)		
(l) Introduce systematic programme reviews (see also SD 4)	ONGOING See 1 (f) and (n)	ONGOING See 1 (f) and (n) IOS and BSP are in the process of undertaking a formative evaluation with the aim to improve results reporting. A summary of the above evaluation report is presented in document 194 EX/22, the IOS Annual Report.	ONGOING 37 C/5
(m) Monitor low performing programmes separately	ONGOING Regular programme monitoring is undertaken by the sectors and the Programme Management Committee (PMC). Six-monthly reports on programme execution are prepared and submitted to the Executive Board (EX/4, EX/5), as well as other more elaborate reports on the execution and progress of specific programmes, that the Secretariat prepares at the request of the Executive Board. The budget prioritization exercise of the Executive Board working group took into	ONGOING Work plan analysis, including budget allocation per expected result, monitoring and regular programme review mechanisms and re-programming processes are functional throughout the quadrennium. Programme performance is regularly monitored by programme managers at all levels, including at the senior management level (inter alia through the Programme Management Committee). See also 1 (l). Pending the decision of the 194th Executive Board, it is proposed to integrate the monitoring of low performing programmes in EX/4 documents, starting with 195 EX/4.	194 EXB decision

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	account a number of factors including the assessments, reviews and evaluations that had previously identified low performing programmes. See also 1 (f) and (n)		
(n) Conduct systematic evaluation of programmes (see also SD 2 and 4)	ONGOING Systematic evaluation coverage of UNESCO programmes will be ensured through a combination of IOS-managed evaluations and Sector-managed evaluations with IOS backstopping. A formative evaluation with the aim to strengthening the UNESCO framework for results reporting has been launched by IOS in cooperation with BSP. This exercise will seek to ensure a more integrated monitoring and evaluation framework and enhance the quality of results reporting and evaluability of programmes.	ONGOING Systematic evaluation coverage of UNESCO programmes is ensured through the IOS evaluation plan for 2014-17. IOS and BSP are in the process of undertaking a formative evaluation of UNESCO's results reporting. Its findings will be presented to the Executive Board at its 194th session. (see document 194 EX/22) In its proposal for a new model of results-reporting it will include a framework: <ul style="list-style-type: none"> – for improving the coverage of UNESCO programmes through evaluation. – for better planning and more optimal use of information stemming from monitoring (self- reporting) and evaluations. 	ONGOING 37 C/4 and 37 C/5 The result of the evaluation will be presented by end 2014 and in the following C/3 document.
(o) Carry out review of all partnership agreements with United Nations partners	COMPLETED as per 192 EX/Decision 4 (III)		

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(p) Hold consultations with United Nations partners in the context of CCA/UNDAF processes	COMPLETED as per 192 EX/Decision 4 (III)		
(q) Clarify division of labour among EFA convenors	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) Major Programme 1: MLA 4, Expected Result 10		
(r) Develop new human resources strategy	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) The New HRM strategy was submitted for approval to the 37th General Conference, 37 C/INF.11, including details in relation to Headquarters-field staff ratio (* related to roadmap target 6)		
(s) Improve IT systems to support programme planning, implementation and reporting	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) (* respective details are reported under roadmap target 18)		
(t) Streamline financial management systems	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) (* related to roadmap target 18)		

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2. Strategic Direction Two – Positioning closer to the field ³			
(a) Ensure policy coherence	REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX , as per 191 EX/Decision 16 (I) (*) related to roadmap target 5		
(b) Define responsibilities, roles and expected outcomes of all organizational entities, including category 1 institutes	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) Major Programme I, MLA 4: Expected Result 10 The Education Sector developed measures to improve effective management of education-related category 1 institutes (see 191 EX/17). For this purpose proposals for the revisions of statutes of education-related category 1 institutes have been approved at the 37th session of the General Conference (see 37 C/52 and 37 C/Resolution 14) and progress of implementation will be reported at the 195th session of the Executive Board, For field reform see (c) below.		
(c) Clarify reporting lines in new field network and update tables of authority and accountability (see also under SD 3)	COMPLETED AS PER 192 EX/DECISION 4 (III)		
(d) Strengthen coordination and synergy between Headquarters and field	REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) See also 194 EX/4 Part IV: State of progress of the reform of the field network		

³ See also 194 EX/4 Part IV – State of progress of the reform of the field network.

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(e) Ensure an ongoing evaluation process of the reform of field network	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 the implementation took longer. It will be planned subsequent to the full implementation of the first phase of the field reform network.	ONGOING The IOS evaluation plan foresees a number of field office evaluations and an evaluation of the field reform in Africa is included in the plan for 2014/15 subsequent to the full implementation of the first phase of the field reform network.	ONGOING 37 C/5
(f) Provide the necessary professional skills and competencies	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) (* related to roadmap target 4 and indirectly to roadmap target 6.) The report on the implementation of the HR strategy was presented in 37 C/INF.11. (Time-frame 2014-2015). See also 192 EX/4 PART IV: State of progress of the reform of the field network in regard to the implementation of the staffing plan.		
(g) Creation of regional support platforms	PROPOSED FOR COMPLETION ² This recommendation, which is also linked to the (*) roadmap target 4 has continued to be implemented and the necessary renovation of the technical infrastructure for the whole of UNESCO's activities in Addis has been completed so that both the Liaison office, IICBA and the Platform can be fully served. Due however to the possible reduction of the working budget for document 37 C/5 the deployment of staff to the Platform has temporarily been put on hold until there is full clarity about the budget situation.	OPEN/SUSPENDED The establishment of the Regional Support Platform in Addis Ababa is not envisaged under the US \$507 million expenditure plan for 2014-2015. The Secretariat proposes that in the circumstances, this item be considered as suspended. Nevertheless, the issue will continue to be monitored.	OPEN/SUSPENDED Timeline N/A

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(h) Include provisions in the new human resources strategy to support implementation of the field reform	COMPLETED as per 191 EX/Decision 16 (I)		
(i) Provide detailed estimate of the costs of the field reform	PROPOSED FOR COMPLETION ² A detailed financial report and budget has been elaborated and adjusted in the light of the possible budget restraints for the coming biennium	PROPOSED FOR COMPLETION ² Following the approval by the 36th General Conference of the Director-General's proposals on the field network reform, the new UNESCO Field Network in Africa is functional since January 2014. (DG/Note/14/2 of 3 January 2014 refers). The total cost of this field reform in Africa corresponds to \$2,087,551 in 2012-2013. Further information on the status of implementation of the field reform is provided in document 194 EX/4 Part IV.	PROPOSED FOR COMPLETION ² Timeline to be defined for other regions
(k) Develop detailed implementation plan for field reform	ONGOING Also in the context of (*) roadmap target 4 clarifications has been sought as to the location of the regional office in Southern Africa. The situation is unfortunately still unclear despite promising information from the countries of the region that UNESCO would be informed about their recommendation in April 2013.	PROPOSED FOR COMPLETION ² The field network in Africa is in place. As a last step, the UNESCO Office in Harare had been designated as Multisectoral Regional Office for Southern Africa. The roll-out of the field reform to other regions is suspended under \$507 million expenditure plan for 2014-2015. Further information on the status of implementation of the field reform is provided in document 194 EX/4 Part IV.	PROPOSED FOR COMPLETION ² Timeline to be defined for other regions

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(l) Develop results-based strategies for all offices for strategic and programmatic alignment	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) (* related to roadmap target 5)		
(m) Enhance consultant roster	COMPLETED as per 191 EX/Decision 16 (I)		
(n) Better use of expertise and capacity in category 1 and 2 institutes and centres	REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) Proposals for the revisions of statutes of education-related category 1 institutes have been approved at the 37th General Conference (see 37 C/52, 37 C/Resolution 14). See also 194 EX/4 PART IV: State of progress of the reform of the field network.		
(o) Build on experiences gained in South-South cooperation fund and strengthen cooperation with UNDP South-South coordination fund	Reported in document 192 EX/4 Part I including online Annex as per 191 EX/Decision 16 (I) See also 192 EX/4 Part IV: State of progress of the reform of the field network.	PROPOSED FOR COMPLETION ² UNESCO is participating in the First Arab States Regional South-South Development Expo 2014, convened by the UNDP Special Unit on South-South Cooperation (Doha, Qatar, from 18-20 February 2014), an opportunity for countries in the Arab States to share achievements and replicate successes from the region and elsewhere, in the context of the production, marketing and transfer of solutions in response to shared development challenges. The first such participation from UNESCO took place in 2010 during the Global South-South Development Expo 2010 in Geneva, Switzerland.	PROPOSED FOR COMPLETION ²

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		<p>This regional edition of the South-South Expo, will again give UNESCO an opportunity to showcase its good practices in SSC in Education, such as the Latin American Laboratory for Assessment of Quality of Education, LLECE, the global UNEVOC network of TVET professionals and experts; the ICT in Education teacher training network for the Asia-Pacific region through resources developed by UNESCO Bangkok ICT in Education team and the inter-agency regional portal on education and disaster risk management which facilitates the exchange of good practices and tools between countries of Latin America. The latter two networks were facilitated through funding contributed by the UNESCO South-South Cooperation Fund in Education.</p> <p>UNESCO has been using the modality of South-South Cooperation in many of its programmes and projects, such as the newly established China-funded teacher training programme for Sub-Saharan Africa; the E-9 initiative in the area of literacy or the South-East Asian Ministers of Education Organization (SEAMEO) in Asia.</p>	
<p>(p) Establishment of monitoring and evaluation and knowledge management function as part of new field network</p>	<p>ONGOING</p> <p>The transfer of staff from Headquarters to the field and from former cluster offices to the new regional offices is still ongoing.</p> <p>(* related to the achievement of roadmap target 6.)</p>	<p>OPEN/SUSPENDED</p> <p>This recommendation could not be implemented under the \$507 million expenditure Plan for 2014-2015.</p> <p>Accordingly, the Secretariat proposes this item to be considered as suspended. However, the Secretariat</p>	<p>OPEN/SUSPENDED</p> <p>Timeline N/A</p>

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	IOS is putting efforts in reinforcing the guidance material and technical advice services for monitoring and evaluation that are particularly valuable within the field network.	is looking into options on how to advance the monitoring, evaluation and knowledge management function as the field network is being fine-tuned and matures over the biennium.	
(q) Promote self- evaluation and make it an integral part of programme management	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) The development of self-evaluation guidelines and training material is on-going. Final narrative reports of extrabudgetary projects will be based on mandatory self-evaluation exercises in the 37 C/5 periods.		
(r) Revise evaluation policy to make self- evaluation completion reports a requirement for all extrabudgetary projects	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) The revised UNESCO evaluation policy will be presented to the Executive Board in 2014.		
3. Strategic Direction Three – Participation in the United Nations			
(a) Further strengthen participation in joint United Nations planning and implementation processes including harmonization of business practices	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) (* related to roadmap targets 7 and 8)		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General’s regular EX/4 as relevant)	Timeframe for implementation
<p>(b) Report on UNESCO participation in United Nations coordination mechanisms and inter-agency operations</p>	<p>ONGOING</p> <p>UNESCO continues to be an active participant in the United Nations system coordination mechanisms at global/inter-agency level, including in the Chief Executives Board (CEB) and its subsidiary bodies, the High-Level Committees on Programme and Management (HLCP and HLCM) and the United Nations Development Group (UNDG). In line with (*) roadmap target 8, 2% of programme resources operational budgets are devoted to support UNESCO’s participation in the United Nations coordination mechanisms and inter-agency operations.</p> <ul style="list-style-type: none"> • UNESCO has chaired the UNDG Task Team mandated to develop cost-sharing modalities and a cost-sharing formula for the future funding of the Resident Coordinator System. • UNESCO has actively contributed to the formulation of “standard operational procedures” (SOPs) guidance for those countries which decide to implement DaO, as mandated by the 2012 QCPR. • At the regional and country levels, UNESCO continues to strengthen its involvement in joint United Nations activities, in particular through Regional UNDG Teams and United Nations Country 	<p>PROPOSED FOR COMPLETION²</p> <p>At a time when United Nations system-wide harmonization efforts are high on the collective agenda of the United Nations system, UNESCO has been proactive in the work of the inter-agency mechanisms of the CEB and its pillars, including the United Nations Development Group (UNDG).</p> <p>UNESCO has been contributing to the major United Nations system activities of last biennium geared at United Nations reform and greater system-wide harmonization at country and regional levels, including through the work of United Nations Country Teams and Regional UNDG Teams (<u>see report in 194 EX/4 Part I B Online Annex and 194 EX/4 Add.</u>)</p> <ul style="list-style-type: none"> • <i>Inter alia</i>, UNESCO has chaired a UNDG inter-agency review and task team which elaborated an inter-agency agreement on the future funding of the Resident Coordinator system, as called for in ECOSOC resolution 2011/7 and General Assembly resolution 67/226 on the quadrennial comprehensive policy review of United Nations operational activities for development (QCPR). The task team’s work resulted in the adoption of a landmark cost-sharing agreement that is now being implemented with the aim of ensuring fair and predictable funding of the Resident Coordinator system as a key pillar of United Nations joint action at regional and country levels. The cost-sharing agreements emerging from this review have been (and will be) reported by the 	<p>PROPOSED FOR COMPLETION²</p>

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	<p>Teams. (see EX/4 Add. Documents (annual cycle).</p> <p>UNESCO provides coordination and/or leadership functions in a number of sectoral United Nations system-wide initiatives:</p> <ul style="list-style-type: none"> • Since taking on the role of Secretariat of the United Nations Secretary-General's Global Education First Initiative (GEFI) in 2013, UNESCO has developed an Action Framework of advocacy opportunities to support the Initiative's priorities. The Organization has also liaised closely with Member State Champion Countries to define actions they can undertake to promote GEFI. Initiatives include the Learning for All ministerial dialogues, an advocacy strategy to extend G20 support to education; guidelines for private sector engagement in the education sector; and a high-visibility GEFI anniversary event planned for September 2013 in New York. • In 2011 UNESCO was officially appointed by UN-Water to lead the preparations for the International Year of Water Cooperation and the World Water Day in 2013 that was launched in February 2013 in the presence of the Chairperson of UN-Water and other high-level personalities. IYWC events are evolving, through interest from Member States as one way 	<p>UNDG Chair to CEB and by the United Nations Secretary-General to ECOSOC.</p> <ul style="list-style-type: none"> • After the United Nations Delivering as One initiative had been piloted in 2007, its good practises are now consolidated and taken forward system-wide through "Standard Operating Procedures" for Delivering as One, in response to the 2012 QCPR, which acknowledged the achievements made through Delivering as One, notably through common programmes and pooled funding mechanisms. As member of a UNDG High-Level Group designated to formulate 'standard operational procedures' for countries opting to implement Delivering as One, UNESCO has been involved in developing these tools, and has been co-leading the work in the area of harmonized business operations. The development of standard operational procedures is an important step in further scaling up the increased coherence, relevance, effectiveness and efficiency of the United Nations development system at country, regional and Headquarters levels. • UNESCO had 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 the funding modality is now taken forward through the new "Delivering Results 	

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	<p>UNESCO's water family is contributing to the dialogue on the post-2015 development agenda, future water-related goals and targets.</p> <ul style="list-style-type: none"> • With respect to the establishment of the Scientific Advisory Board (SAB) of the United Nations Secretary-General (for which UNESCO has been asked to take a lead role, and to provide its Secretariat), the Director-General has undertaken broad consultations with the heads of other United Nations organizations and scientific organizations. • In the area of culture, the UNDG Task Team on Culture and Development pursues its work under the leadership of UNESCO. A meeting of the TT took place on the margins of the International Congress on Culture and Development in Hangzhou (15-17 May 2013); • The President of the General Assembly convened, in cooperation with UNESCO, a High-Level thematic debate on "Culture and Development" at United Nations Headquarters in New York on 12 June 2013; <p>Within the framework of the Open Access Strategy adopted by the 36th General Conference, UNESCO became the first agency of the United Nations to adopt an</p>	<p>Together (DRT)-Fund", to which UNESCO acts as Steering Committee member.</p> <p>In the context of the increasing collective effort of the United Nations system to strengthen its operational transparency, including in response to the International Aid Transparency Initiative (IATI), UNESCO contributes to an inter-agency working group and system-wide reflection on transparency, which aims at enabling increased access by stakeholders to quality information of United Nations system organizations. UNESCO is currently implementing an extrabudgetary project aimed at increasing the Organization's transparency.</p> <ul style="list-style-type: none"> • In the spirit of the CEB's work, and as defined in the roadmap, UNESCO contributed to strengthening the impact, effectiveness and efficiency of a United Nations that works and delivers 'as One' by reviewing and updating its partnership agreements with its United Nations partners. The Director-General signed four new MoUs during the biennium: UN-Women, ITU, WMO and UNWTO. A number of other MoUs are currently under negotiation, including with UNV, UNDP, UNEP, ILO, WFP, UNIDO and DPKO. <p>Field offices engaged in United Nations system-wide common country programming exercises were supported through targeted decentralizations from the pooled portion of the 36 C/5 2% funds, based on a review and approval process of the budget requests submitted by field offices. While allocations</p>	

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	Open Access policy for its publications resulting in making a number of digital publications available on a global basis free- of-charge with an open license.	are relatively limited, in particular under document 36 C/5 as a function of reduced activity budgets, decentralizations have been instrumental to help to ensuring UNESCO's presence in UNDAF and related United Nations reform processes, as well as facilitated the preparation of several UNESCO Country Programming Documents (UCPDs).	
(c) Clearly define role of liaison offices	COMPLETED as per 191 EX/Decision 16 (I)		
(d) Develop communication mechanism to provide Member States with information on work of liaison offices in New York and Geneva	REPORTED IN DOCUMENT 192 EX/4 Part I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I)	ONGOING All UNESCO liaison offices will inform Member States and other interested stakeholders through a monthly newsletter on ongoing activities, which will be posted on the liaison office's website.	ONGOING 37 C/5
(e) Implement policies of geographic and inter-agency mobility/new human resources strategy	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) The report on the implementation of the HR strategy which was presented to the General Conference (37 C/INF.11) included reporting on geographical mobility. An updated geographical mobility policy has been prepared to facilitate and streamline geographical mobility; it was issued in October 2013. The first mobility exercise is planned for the latter part of 2014, with transfers taking place in 2015. See also 194 EX/4 Part IV: State of progress of the reform of the field network.		
(f) Develop list of competencies	COMPLETED as per 191 EX/Decision 16 (I)		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
required for posts of United Nations Resident coordinators			
(g) Improved coordination at Headquarters	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) Integrated into working practices, for example the intersectoral reporting format will be conducive to improved coordination of intersectoral work.		
(h) Training opportunities to assist staff join corps of United Nations Resident Coordinators and Representatives	COMPLETED as per 191 EX/Decision 16 (I)		
4. Strategic Direction Four – Strengthening governance⁴			
(a) Development of accountability framework for relations between the governing bodies and the Secretariat	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		
(b) Establish pilot monitoring mechanism to	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		

⁴ Note: Action items concerning governance will be subject of an external review of challenges in relation to governance in UNESCO to be performed by the External Auditor (as per 192 EX/Decision 4 (III) and 37 GC Resolution 96)

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
identify obstacles and improve interaction between the governing bodies and the Secretariat			
(c) Submit relevant new initiatives to governing bodies when within their prerogative	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		
(d) Better use of information meetings	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		
(e) Chairperson to convene half-day special session, when required, for the Director-General to consult the Executive Board under Rule 59	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		
(f) General Conference to examine draft resolutions without general debate, unless requested	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
(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 See the discussion of proposals contained in 191 EX/16 Part IV and 191 EX/Decision 16 (IV), para. 4.	ONGOING Pending the outcome of the review to be performed by the external Auditor, this mechanism will be established within the framework of the ongoing self and external review of the work of the international and intergovernmental programmes and UNESCO Conventions.	38 GC
(h) General Conference to merge Administration and Programme and External Relations Commissions of the General Conference on an experimental basis	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		
(i) Formalize within the Rules of Procedure of the General Conference the current practice whereby Programme Commissions present to the plenary draft	COMPLETED as per 192 EX/Decision 4 (III) and 37 C/Resolution 87 as integrated into the regular systemic practices of the Organization.		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
resolutions to amend the C/4 and C/5 documents			
(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	COMPLETED as per 192 EX/Decision 4 (III) and 37 C/Resolution 87 as integrated into the regular systemic practices of the Organization.		
(k) Organize the sessions and set up agendas consistent with requirements of managing four-year programming cycles	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		
(l) Develop a biennial programme for the plenary debates of the Executive Board focusing on thematic issues	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		
(m) Increase the number of items discussed in joint meetings of the	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	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 as per 191 EX/Decision 16 (I)		
(o) Require all substantive amendments to draft decisions be provided in writing	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		
(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	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		
(q) Executive Board adopts criteria similar to those of the General	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
Conference concerning draft decisions aiming to amend the C/5 document			
(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 as per 191 EX/Decision 16 (I)		
(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 as per 191 EX/Decision 16 (I)		
(t) Director-General to submit a comprehensive	ONGOING See also item 4 (a) above and 192 EX/4 Part	ONGOING While progress continues, the external review of	EX 194 and EX 195

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
report on the UNESCO Secretariat accountability framework and its monitoring and evaluation mechanisms	III, Strategic Direction 4. This is still work in progress and will be fed by the results of different studies and assessments on various aspects of accountability that are part of the overall accountability framework. These include <ul style="list-style-type: none"> • a stock-taking of all intergovernmental bodies, statutory provisions including frequency, size and number of subsidiary governance bodies, • an indicative inventory of financial costs of these activities and • ongoing studies within programme sectors, as well as reviews by IOS • The follow-up to the report of the JIU (ref. JIU/REP/2011/5) on the management and administration of UNESCO presented in 191 EX/16 Part IV. See also HR strategy 187 EX/6 Part X Annex I (UNESCO staff accountability framework).	governance will enable the development of an updated and better articulated accountability framework with particular attention to meeting the information needs and expectations of governing bodies.	
(u) Director-General to put in place a Change Management Team	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
(v) Develop fuller assessment for the C/3 document	ONGOING Please see progress reported under 1(n). This aspect is also included in the IOS work programme, with a view to developing a more integrated monitoring and evaluation framework and to enhance quality of results reporting and evaluability of programme.	ONGOING See SD 1(f), (l), and (n) on the formative evaluation of UNESCO's results-reporting.	ONGOING
(w) Assist Member States in preparation of Executive Board reports to the General Conference on the implementation of the C/5 document	COMPLETED as per 191 EX/Decision 16 as integrated in the ongoing systemic efforts of the Organization.		
(x) More inclusive consultation process	COMPLETED as per 192 EX/Decision 4 (III) as integrated into the regular systemic practices of the Organization.		
(y) Discuss and agree upon information required for governance oversight	ONGOING See 4(a), 4 (t).	ONGOING This item will be covered as one aspect of the external review of challenges in relation to governance in UNESCO to be performed by the External Auditor (as per 192 EX/Decision 4 (III) and 37 C/Resolution 96) See also 4 (t).	ONGOING Reported at the 196th and 197th sessions of the Executive Board.

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
(z) Streamline and improve transparency of information for Member States	<p>ONGOING</p> <p>Contents, presentation and reporting formats are further improved and where possible consolidated. For example efforts are being made to better coordinate and integrate the reporting on reform processes via the IEE follow-up, roadmap and EX through cross-references and by avoiding repetition. As per 191 EX/Decision 16 (I) a number of items previously reported in the IEE follow-up are now integrated in the ongoing systemic efforts of the Organization and reported on the Director-General's regular EX/4 report.</p>	<p>ONGOING</p> <p>In the context of the increasing collective effort of the United Nations system to strengthen its operational transparency, including in response to the International Aid Transparency Initiative (IATI), UNESCO contributes to an inter-agency working group and system-wide reflection on transparency, which aims at enabling increased access by stakeholders to quality information of United Nations system organization. UNESCO is currently implementing an extrabudgetary project aimed at increasing the Organization's transparency.</p>	<p>ONGOING</p> <p>37 C/5</p>
(aa) Ensure extrabudgetary resources fall under same governance oversight as regular programme	<p>ONGOING</p> <p>The currently conducted inventory and quality assessment of extrabudgetary evaluations constitutes the first phase of a long-term project with a dual purpose: improving the quality of evaluations of extrabudgetary projects through improved guidance and quality assurance, and improving results-reporting within the UNESCO system through content analysis of evaluation reports. The purpose of the first phase is to develop a diagnostic overview of the landscape of evaluations of extrabudgetary projects and some elements of improved guidance.</p> <p>Progress so far includes improved guidance materials, a modification in the evaluation</p>	<p>PROPOSED FOR COMPLETION²</p> <p>The diagnostic study on evaluations of UNESCO's extrabudgetary activities has been completed. BSP/CFS and IOS have agreed upon an approach for the institutionalization of quality assurance and oversight practices of extrabudgetary activities. Given the contraction of both departments under the current financial situation, resources are being sought to put into practice the approach. In the meantime, IOS and BSP/CFS continue their collaboration on evaluation backstopping and quality assurance activities.</p>	<p>PROPOSED FOR COMPLETION²</p>

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	policy of extrabudgetary evaluations; a database of (self-) evaluation reports which by June 2013 comprises more than 700 reports (560 final (self-) evaluation reports) on extrabudgetary projects implemented (in part) by UNESCO. The resulting analytical report is presented in 192 EX/5 Part II 'Evaluations completed in the 2012-2013 biennium.		
5. Strategic Direction Five – Developing Partnership Strategy			
(a) Develop draft policy framework for strategic partnership	COMPLETED as per 192 EX/Decision 4 (III)		
(b) Take stock of and assess UNESCO experience of working with different categories of partners	ONGOING Expected results and targets for all categories of partner covered by the comprehensive partnership strategy will be presented to the 192nd session of the Executive Board. The first biennial consolidated report on the partnership strategy which will take stock of progress against expected results will be presented to the 195th session of the Executive Board. The revision of the database of NGOs, foundations and similar institutions (accessible online in English and in French) is under way and should be completed by the end of 2013. A screening exercise of the current	PROPOSED FOR COMPLETION ² The Comprehensive Partnership Strategy in its entirety was presented to the 192nd session of the Executive Board (192 EX/5.INF), including targets and expected results for each category of partner, aligned with the four- year programmatic period of 37 C/5. The first biennial consolidated report on the partnership strategy which will take stock of progress against expected results will be presented to the 195th session of the Executive Board.	PROPOSED FOR COMPLETION ² END 2013 195th EXB

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	partnership with NGOs will be launched in August-September 2013. This exercise will provide update information on our cooperation with NGOs and might lead to a termination of inactive partnerships. The full evaluation of partnerships will be conducted during the next cycle, 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).		
(c) Include in the policy framework distinct strategies for each category of partners to include, <i>inter alia</i> , objective criteria for the selection, approval and renewal of partnerships, funding and accountability arrangements, and criteria for periodic evaluation	COMPLETED as per 192 EX/Decision 4 (III)		
(d) Review the mandate and working methods of the NGO committee	COMPLETED as per 191 EX/Decision 16 (I)		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
(e) Make information on partners available on the Internet and report biennially to the Executive Board on policy framework	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) Integrated into working practices		
(f) Provide, in 2012-2013, an overview of all networks and initiatives taken to strengthen management of networks	ONGOING The new NGO-UNESCO Liaison Committee has given a new impetus to the collective cooperation of NGOs: previous working groups of NGOs and joint programmatic commissions have been reviewed and terminated to establish new groups around UNESCO priority themes with the clear objective to organize the two annual forums foreseen by the Directives and events to celebrate international days. The Executive Board examined at its 191st session the report of the open-ended tripartite working group on the follow up to the review of the cooperation of the UNESCO Secretariat with National Commissions for UNESCO and endorsed the draft action plan developed by this working group. This draft action plan, which contains 14 recommendations as well as detailed responsibilities and clear timelines for its implementation, was recommended to the 37th General Conference for adoption (191 EX/Decision 33).Ref document 37 C/50	PROPOSED FOR COMPLETION² A vast mapping exercise was launched in August 2013 to collect pertinent information on the current status of the official partnerships with NGOs. The results will be submitted to the Executive Board in 2014 with a view to the preparation of the quadrennial report to be submitted to the 38th session of the General Conference in accordance with the Directives. The database of NGOs, foundations and similar institutions (accessible online in English and in French) is presently under an in-depth revision and updating to serve as a platform for reference and assessment. In order to enhance the longstanding cooperation with the National Commissions, the Executive Board set up in 2012 an open-ended tripartite working group composed of representatives of National Commissions, Permanent Delegations and UNESCO Secretariat. The Action Plan produced by this tripartite working group and endorsed by the Executive Board and the General Conference at its 37th session (document 37 C/50), became another	PROPOSED FOR COMPLETION²

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	<p>and Annex.</p> <p>The Education Sector is strengthening the management of three of its main networks: ASPnet, UNITWIN/UNESCO Chairs Network and UNEVOC network.</p> <p>On the occasion of the 60th anniversary of ASPnet, an International Forum will be held (Republic of Korea, 7-9 September 2013), organized by UNESCO, the Korean Ministry of Education and Korean National Commission for UNESCO. This Forum "UNESCO ASPnet for Global Citizenship: Peace Education and ESD" provides an opportunity to assess the key achievements of the Network and to discuss new approaches for developing a Strategy and Plan of Action (2014-2021) in line with the eight-year timeframe of document 37 C/4.</p> <p>Following the partnership strategy for UNITWIN/UNESCO Chairs presented in 190 EX/INF.7, the ED Sector, as the overall coordinator, has revitalized the network of in-house UNITWIN Sector Focal Points which significantly improved the monitoring of implementation; strengthened its cooperation with the National Commissions; and advocates for a stronger cooperation among UNESCO and the Chairs and Networks.</p> <p>The policy framework for strategic partnerships with the UNEVOC network,</p>	<p>important legal document which should guide the future action with regard to the National Commissions. To follow up the recommendations contained in the Action Plan, Member States are invited to enhance the legal framework, review the status and structure, and ensure the stability of their National Commissions; National Commissions are encouraged to establish and expand the network of partners in their countries and develop partnerships among National Commissions; the Secretariat and National Commissions are requested to improve communication and information sharing, develop best practices and strengthen training programmes, and enhance the management and implementation of the Participation Programme.</p> <p>The Education Sector continues strengthening the management of three of its main networks: ASPnet, UNITWIN/UNESCO Chairs Network and UNEVOC network:</p> <p>The International Forum for the 60th anniversary "UNESCO ASPnet for Global Citizenship: Peace Education and Education for Sustainable Development" involved 280 participants (members of National Commissions and Ministries of Education; ASPnet National Coordinators; principals and teachers from ASPnet schools and representatives of regional NGOs/UNESCO Category 2 Centres (ACCU, APCEIU, SEA CLLSD) from 41 different countries. As a final output, a Recommendation for the future Strategy and Plan of Action (2014-2021) of the Network was elaborated,</p>	

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
	linking institutions working in the area of TVET around the world, was presented in 191 EX/16.INF.3.	including the development of a new online tool to improve the management and networking of the Network. ASPnet has set up in 2013, the first pioneer online collaborative platform "ASPnet in Action for sustainable future" dedicated to learning and exchanging about biodiversity. The capacity of ASPnet International Coordination to manage the Network was enhanced with a regular update of the database and the inscription of 872 new schools members (547 in 2012 and 325 in 2013). In cooperation with the in-house network of UNITWIN Sector Focal Points, National Commissions for UNESCO and other programme actors, action is ongoing to further improve programme implementation, including identifying and closing Chairs and Networks that are inactive, obsolete or weakly related to current programmatic priorities; revising agreements to conform to Programme Guidelines; monitoring agreement end dates for timely assessment of renewal or closure; monitoring receipt and review of Chairs' progress reports. In January 2014, a meeting of UNESCO Chairs on higher education, ICT in education and teachers was organized to foster Chairs' networking, sharing of information and collaborative work between the Chairs and UNESCO. Other thematic meetings of ED UNESCO Chairs will be organized during 2014-2015. UNEVOC Network members collectively discussed "The role of the UNEVOC Network in Transforming TVET for a Sustainable Future" in the international	

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
		<p>forum organized in 2012. A Network Strategy has been validated. Network consultation meetings were conducted. In effectively managing the UNEVOC Network, regional clustering of the Networks has been facilitated. 18 Cluster coordinators have been identified to assist the International Centre in mobilizing UNEVOC Centres' participation and active coordination. UNEVOC revitalized its online knowledge management products and services that aimed to increase knowledge product contributions of UNEVOC centres and the TVET community at large, collaborate through e-Forum with increased frequency, engage in debates and benefit from various information services shared across the TVET community. Network membership has been constantly reviewed and monitored using more systematic membership procedures. Catering to growing interest to become part of the global UNEVOC Network, 10 new Network members were accepted between 2012-2013 from Afghanistan, Canada, Finland, Jamaica, Niger, Nigeria, Paraguay, Russian Federation, South Africa and Sudan</p>	

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	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	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) (*This contributes indirectly to the spirit of roadmap target 9 and is included in the HR Strategy, under Objective 3: Enhanced quantity and quality of training offer to ensure UNESCO has a capable and skilled workforce, action 10: re-focus training offer on key generic skills needed for programme delivery (managerial skills, project management, partnering skills). Time-frame 2014-2015.) The report on the implementation of the HR Strategy is in 37 C/INF.11		
(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	REPORTED IN DOCUMENT 194 EX/4 PART I INCLUDING ONLINE ANNEX as per 191 EX/Decision 16 (I) As mentioned in document 191 EX/4, the open-ended tripartite working group on the follow-up to the review of UNESCO's Secretariat cooperation with National Commissions for UNESCO met on 19 October 2012 and on 21 and 22 February 2013 at Headquarters. As a result, a draft action plan for enhancing this cooperation containing 14 recommendations and timelines for its implementations was prepared and submitted to the Executive Board and the General Conference for consideration and was adopted in 37 C/Resolution 97.		
(i) Consult with civil society through specific questionnaire	REPORTED IN DOCUMENT 192 EX/4 Part I including online Annex as per 191 EX/Decision 16 (I) Fully integrated into working practices, see also item SD1 (h)		
(j) Elaborate new statutory framework of cooperation	COMPLETED as per 191 EX/Decision 16 (I)		

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I) and 192 EX/Dec.4 (III)	Status of implementation reported at 192nd	Status of implementation at 194th (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
(k) Consider opening up the governing bodies to other partners	COMPLETED as per 191 EX/Decision 16 (I)		
(l) Conduct review of cooperation with National Commissions	COMPLETED as per 191 EX/Decision 16 (I)		
(m) Encourage Member States to provide more support to National Commissions	COMPLETED as per 191 EX/Decision 16 (I)		
(n) Strengthen interaction with National Commissions	REPORTED IN DOCUMENT 194 EX/4 Part I including online Annex as per 191 EX/Decision 16 (I)		

B. Detailed status report on the implementation of the 18 roadmap targets as of end June 2013

Target	192 EX/4.INF Status as at 30/06/13		194 EX/4.INF Status as at 31/12/13	Overall Status
1. Reduce the overall number of work plans by 20% by end-2012 in an effort to focus and foster accountability.	COMPLETED			
2. Reduce the number of work plans with minimal operational costs (with the exception of those benefitting from extrabudgetary funds) by 30% by end-2012.	COMPLETED			
3. Increase the minimum budget level for a work plan to \$25,000 to the extent practicable.	COMPLETED			
4. Implement in full the field reform in Africa by the end of 2013.	The updated status of the field reform in Africa is provided in Item 2(c) of the IEE follow-up report and in 192 EX/4 Part IV – State of progress of the reform of the field network.	Following the approval by the 36th General Conference of the DG's proposals related to the field reform and the implementation plan of phase1 of this reform, the new field network in Africa is functional since 1 January 2014. Full information is provided in DG/Note/14/2 of 3 January 2014 as well as in 194 EX/4 Part IV – State of progress of the reform of the field network.	COMPLETED	
5. Prepare by end-2013, UNESCO Country Programming Documents (UCPDs) for each country in which UNESCO is active.	To date, UCPDs for 34 countries have been prepared and published. Ten UCPDs are due to be published within the coming weeks, and 25 are at various stages of preparation. All published UCPDs can be found on the UNESCO website at the following address: http://www.unesco.org/new/en/bureau-of-strategic-planning/themes/unesco-and-un-reform/country-programming/	At 31 December 2013, UCPDs for 47 countries have been prepared and published, among which 6 were updates of previous editions. In addition, 29 are at various stages of preparation. All published UCPDs can be found on the UNESCO website at the following address: http://www.unesco.org/new/en/bureau-of-strategic-planning/themes/unesco-and-un-reform/country-programming/	PARTIALLY COMPLETED	

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
		<p>This target has not been fully met, largely due to the budget constraints which forced a number of field offices to operate with limited human resources capacity, which in turn required them to focus all efforts on fund mobilization and programme delivery.</p> <p>The preparation of UCPDs (new ones, finalization of drafts and updating of existing outdated UCPDs) will continue during 2014-2015, and plans for improving and speeding up the process have been envisaged.</p> <p>Future progress reports on the UCPDs will be provided within the statutory reports on programme implementation e.g. EX/4.</p>	
<p>6. Move the overall ratio of field to Headquarters staff shall move from approximately 35/65 at present to 40/60 by end-2013, with special emphasis on increasing professional staff in the field through an enhanced mobility policy.</p>	<p>As at 30 June 2013, the ratio of field to Headquarters posts has improved from 36/64 in April 2012 to 38/62 in June 2013 (e.g. a 2% increase in field posts).</p> <p>In terms of staff on RP posts, the overall ratio remains 35/65. However, as the majority of posts identified as mission critical are in the field, the staff ratio should move closer to the established target, should these posts be filled.</p>	<p>As at 31 December 2013, the ratio of field to Headquarters in terms of posts was 38/62.</p> <p>In terms of staff on RP posts, the overall ratio has slightly improved, from 35/65 to 36/64.</p>	<p>PARTIALLY COMPLETED</p> <p><i>(The spirit of this target will continue to be pursued in the context of the restructuring exercise)</i></p>
<p>7. Review by end-2013 all of UNESCO's global memoranda of understanding with the funds and programmes of the United Nations and other select United Nations organizations.</p>	<p>The updated status of this Target is provided in the IEE Follow-up Report – Item 1(o)</p>	<p>BSP and ERI are working to review all MoUs with the funds and programmes of the United Nations and other select United Nations organizations.</p> <p>During the 2012-2013 biennium, the Director-General of UNESCO signed a Letter of Cooperation with the Executive Director of UN-Women on 25 May 2012, outlining the main areas of cooperation between UNESCO and the new Entity for Gender Equality and the Empowerment of Women.</p> <p>She also signed an MoU with the Secretary-General of ITU on 23 September 2012, outlining the main areas of cooperation between UNESCO and ITU; a MoU with</p>	<p>PARTIALLY COMPLETED</p>

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
		<p>the UNWTO Secretary-General on 26 November 2013, consolidating efforts on sustainable tourism and the protection of natural and cultural heritage between UNESCO and UNWTO; and an MoU with WMO and the Secretary-General of the World Meteorological Organization (WMO) on 25 November, reaffirming the long term cooperation between the two Organizations in the field of hydrology and water resources.</p> <p>MoUs/partnership agreements are currently under negotiation with UNV, UNDP, UNEP, ILO, WFP, UNIDO, DPKO, UNWRA and UNFPA.</p>	
<p>8. Continue to devote 2% of its programme resources to participation and insertion in common United Nations country programming exercises at the field, regional and global levels.</p>	<p>COMPLETED</p>		
<p>9. Increase the number of public-private partnerships by 10% by end-2012 and focus in particular on resource-generating partnerships, both at Headquarters and in the field.</p>	<p>COMPLETED</p>		
<p>10. Achieve a better balance shall be achieved in the frozen 75% of vacant posts between posts in programmes and in administration.</p>	<p>COMPLETED</p>		
<p>11. Offer additional voluntary separation schemes as required before the end of 2013.</p>	<p>A voluntary separation scheme will be launched in September 2013.</p>		

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
<p>12. Reduce overall administrative costs by 15% with a target of end- 2013, through reductions in corporate services and administrative unit costs, retirements particularly in the administrative support area, and redeployment of staff through investment in cost-efficient tools.</p>	COMPLETED		
<p>13. Reduce the number of posts in Executive Office (EO), Administrative Office (AO), secretarial services throughout UNESCO by 10% by end 2013, by regrouping.</p>	<p>Non-Programme AO units</p> <p>The restructuring of the AO units of the Corporate and Programme-Related Services (i.e. ERI, BSP, AFR, BFC, GBS, ODG, MSS, BFM and HRM) has been completed with the establishment of a leaner AO platform for these services within BFM.</p> <p>Review of the Programme Sector AO units and Review of EO units</p> <p>Reviews of the Programme sectors AO units and of the EO units are being undertaken by working groups established under the auspices of the Change Management Working Group (CMWG).</p> <p>The objective of this exercise is to make recommendations to the Director-General on the future structure, responsibilities and reporting lines of programme sectors AO and EO units, with an aim of ensuring smooth programme delivery and more efficient and cost-effective administrative procedures.</p> <p>The scenarios emanating from both the AO and EO reform working groups are being considered by the Change Management Working Group, which is also taking into consideration restructuring that may result from a potentially reduced 37 C/5 implementation plan.</p>	<p>The Change Management Working Group has reviewed the proposal emanating from the Programme EOs and AOs sub-working groups respectively and is currently working on the implementation modalities aimed at achieving a more efficient and cost effective structure. The preliminary estimates show that once completed, the target of 10% reduction will largely be met. Nonetheless, it has been identified that there is a need to converge this exercise with the house-wide staff restructuring plan that is currently being undertaken for the \$507 million expenditure plan.</p> <p>The Programme EOs and AOs reform is scheduled to be finalized in February 2014 following the reports on the simplification of processes, centralization of transactional tasks and organizational design for a management support function for Major Programmes. The management support roles foreseen are to provide integrated support principally for programme coordination, budgeting, Human Capital management as well as communication and Knowledge Management support.</p> <p>The outcome of this Programme EOs and AOs reform will also have an impact on the non-programme sector AO platform and on Corporate Services as it regroups financial transactions currently undertaken by Programme AOs under BFM, HR-related transactional</p>	<p>PARTIALLY COMPLETED</p> <p><i>(The spirit of this target will continue to be pursued in the context of the restructuring exercise)</i></p>

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
	Planned implementation date: September 2013.	processes under HRM and other functions related to common charges and goods/ services management under MSS. Further process simplifications and harmonization will be introduced by automation of controls, eliminating duplication and promoting the move from control to accountability.	
<p>14. Move the current balance of one General Service staff per one Professional staff towards a ratio of 0.9 General Service staff per 1.1 Professional staff by end-2013.</p>	<p>As of 30 June 2013, the achieved ratio of 0.9 General Service to 1.1 Professional posts continues to be maintained.</p> <p>The trend by sector remains the same: In Programme Sectors, the ratio of General Service posts is lower (0.3 to 0.4). It is higher in corporate services (2.0) where there is a high level of transaction/processing work. MSS, given the type of technical functions within that Sector (building, security and maintenance) has the highest GS ratio (2.9).</p> <p>In terms of staff, the ratio remains 1 to 1. Considering the number of posts to be filled as mission critical, at the Professional level and above, it is expected that the ratio of 0.9 G/P could be achieved in terms of staff as well, should these posts be filled.</p>	<p>As of 31 December 2013, in terms of number of posts, the achieved ratio of 0, 9 General Service to 1.1 Professional posts continues to be maintained.</p> <p>In terms of number of staff, the ratio remains 1 to 1.</p>	<p>PARTIALLY COMPLETED</p> <p><i>(The spirit of this target will continue to be pursued in the context of the restructuring exercise)</i></p>
<p>15. Ensure a more efficient use and allocation of available office space, with a view to free up over 300 office spaces in the medium-term.</p>	<p>The first two phases of the plan have been completed, i.e. by first optimizing office areas at the Fontenoy site which permitted the transfer of two Programme Sectors (CLT and CI) from Bonvin to Fontenoy, representing over 700 staff moves. This has resulted in a reduction of space occupied by the Secretariat of 12.5%. The optimization of SHS and SC offices located in the Bonvin building continues.</p> <p>The final phase of the plan will depend on the configuration of Building VII (Bonvin site) and of its future tenants. Discussions are under way with a United Nations agency (UNEP). The Secretariat will report to the Headquarters Committee on this and on the opportunity of extending the rental opportunities</p>	<p>Following the completion of the first two phases of the Optimization Plan, discussions continue on the best way to execute next phases with the two remaining sectors, SC and SHS, still located in the Bonvin building.</p> <p>The final phase of the plan will depend on the configuration of Building VII (Bonvin site) and of its future tenants. The Secretariat is analyzing the occupancy of the space and will report to the Headquarters committee.</p> <p>Expenditures for phase 1 & 2 of the project remained at €500 000. Following the discussions of the Headquarters Committee to make office space</p>	<p>PARTIALLY COMPLETED</p>

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
	<p>arising from freed-up space to Permanent Delegations and other eligible entities.</p> <p>As at 31 May 2013, the expenditures related to the optimization of office space were approximately €500,000 or about 40% of the advanced funds authorized by the Headquarters Committee. It should be noted that economies in the range of 30%, in comparison to the initial budget estimates, have been achieved due to favorable market conditions and the use of internal workshop staff to execute works. The target execution deadline is contingent on the confirmation of the rental of Building VII to a United Nations agency (UNEP) and on the decisions resulting from the 183rd session of the Headquarters Committee.</p>	<p>available for rent in building VI (Bonvin), internal workshop staff completed refurbishing works (painting) in the offices liberated by programme sectors during the first and second phases of the Optimization Plan, for rental to Permanent Delegations. Expenditure on this work as at 31/12/2013 was €13,325, for a total expenditure of €13 325.</p>	
<p>16. Review all costs associated with the governance of the Conventions, International Science Programmes, category 1 institutes and other intergovernmental programmes in the coming biennium, with a view to sharply reducing transaction costs, administrative support, and travel costs. The savings effected will be ploughed back into the operational budgets for these areas.</p>	<p>Final figures from the two initial surveys were submitted to the Board at its 191st session (191 EX/16 Part IV and INF). By its 191 EX/Decision 16 (IV) the Board is forwarding a recommendation to the General Conference at its 37th session on this subject (item 6.4 of the provisional agenda, document 37 C/49). If the General Conference accepts the Board's recommendation, the General Conference will re-visit the matter at its subsequent, 38th session in 2015. The impact of the roadmap target will therefore only really be measurable once the effects of any decisions taken by the General Conference in 2015 have been worked into the system.</p>	<p>By 37 C/Resolution 96, the General Conference decided that a strategic performance review of all governance bodies (as listed in document 191 EX/16 Part IV Annex) would be carried out with a view to formulating governance reform and cost-saving measures as appropriate. In this connection, the General Conference invited all governing bodies, intergovernmental programmes, committees and Conventions to perform a self-assessment covering the overall relevance of their work in relation to their specific mandate as well as the efficiency and effectiveness of their meetings, including the impact and utility of experts' time. The Conference invited the External Auditor to facilitate this self-assessment by delivering a common assessment framework covering the relevant issues. The outcome of these self-assessments should be reported by January 2015;</p> <p>Furthermore, the General Conference also decided to carry out an external review of challenges in relation to governance in UNESCO, including continued relevance, overlapping mandates, transparency and</p>	<p>PARTIALLY COMPLETED</p>

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
		<p>efficiency of decision making and the costs of governance arrangements. The review should also take into account the functioning and working methods of other United Nations specialized agencies and the intergovernmental programmes affiliated with them. The General Conference invited the External Auditor to perform this review, requesting an interim report to be presented to the Executive Board at its 196th session, and a final report at the 197th session, with a view to recommending to the General Conference relevant follow-up measures for its consideration. The Conference decided that this review would be financed by the Regular Budget by including it in the External Auditor's work-plans for the biennium 2014-2015 with the necessary adjustments as appropriate.</p> <p>The Director-General was also invited to address the challenges within her purview, <i>inter alia</i> by providing institutional oversight to alleviate the risk of programmatic overlap and duplication, harmonizing secretariat services in order to improve meeting procedural and substantive planning</p>	
<p>17. More effectively and efficiently deliver services for governing bodies and member states to lower costs, remove duplication, increase coordination, and create synergies to be done by the end of 2013.</p>	<p>192 EX/4 Part III and 192 EX/4.INF report on this in detail under the IEE follow up: Strategic Direction 4.</p>	<p>Target 17 is being implemented within the scope of the IEE Strategic Direction 4.</p>	<p>PARTIALLY COMPLETED</p>
<p>18. Implement over the biennium a number of IT projects, to reduce transaction costs and enhance effectiveness: integrated system to manage staff costs; a procurement tool; a travel management tool;</p>	<p>In an environment of financial constraints, steady improvements have been achieved in ICT systems and tools with a view to enhancing support for programme delivery. These have included:</p> <ul style="list-style-type: none"> - the development of executive dashboards that allow transforming data from different systems into 	<p>The main IT projects outlined in Target 18 were completed during the biennium:</p> <ul style="list-style-type: none"> ▪ integrated system to manage staff costs; ▪ a procurement tool; ▪ a travel management tool; and 	<p>COMPLETED</p>

Target	192 EX/4.INF Status as at 30/06/13	194 EX/4.INF Status as at 31/12/13	Overall Status
<p>expanded Human Resources workflows; a correspondence tool. For some of these projects funding still needs to be secured.</p>	<p>meaningful and consistent information for better programme monitoring and decision-making;</p> <ul style="list-style-type: none"> – a report centre to present in a user-friendly manner the most frequently used reports; – the promotion and use of video- and web-conferencing facilities, including central reservation and a renegotiated contract with the service provide, and – a helpdesk and user support tool – <i>System for Technical Assistance Requests and Ticketing (START)</i> – that will allow more efficient user support, technical assistance and problem resolution. <p>The importance of these improvements to the ICT systems was confirmed by an internal benefit realization review on the ICT projects completed during the period 01 January 2012 – 30 June 2013. Major projects, such as the long awaited Unified Communications are still on hold due to financial constraints.</p>	<ul style="list-style-type: none"> ▪ expanded Human Resources workflows. <p>The only exception however, was the project for the correspondence tool. This project could not be delivered last biennium due to financial constraints, and because other projects were given higher priority by the Knowledge Management & ICT Advisory Board.</p> <p>In addition, several projects were delivered in the last six months over and above the projects that were listed in target 18. These projects which further simplify administrative processes and improve the use of information, include:</p> <ul style="list-style-type: none"> – A collaboration platform to support knowledge management initiatives and communities of practice also with outside partners; – Improved reporting and dashboards; – 37 C/5 version of SISTER with new user interface and harmonization across systems leading to better quality financial data; – Introduction of My Talent with e-learning and competency management; – Enhancements of seven financial and HRM systems that save time on administrative tasks, improve data quality and reporting; and – An enhanced tool to support budgeting of extrabudgetary projects to ensure full costing (B4U) <p>In this regard, we consider that this target has been completed.</p>	