



United Nations  
Educational, Scientific and  
Cultural Organization

# Executive Board

Hundred and ninety-second session

192 EX/4.INF  
PARIS, 22 August 2013  
English & French only

Item 4 of the provisional agenda

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

### **PROGRESS REPORT**

#### **SUMMARY**

Pursuant to 36 C/Resolution 104, 191 EX/Decision 16 (I) and 191 EX/Decision 26 the Director-General presents herein a progress report on the follow-up to the Independent External Evaluation of UNESCO, the implementation of the roadmap and the financial situation. Documents 192 EX/4 Part III and 192/EX4 Part III Add. summarize 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 191st session as well as an update on progress made together with a timeline of expected implementation, for those 39 items considered as open and ongoing according to 191 EX/Decision 16 (I). Furthermore it presents references to 17 items that in line with the aforementioned decision have been closed and another 30 items that are further reported on in the Director-General's regular EX/4 report. References to reporting on the relevant roadmap targets are integrated as appropriate. In accordance with 191 EX/Decision 26, this item also presents a detailed version of the status report on the implementation of the 18 roadmap targets as of end June 2013 including respective cross references.

(i)

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**A. Detailed progress report on the 86 IEE action items:**

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
<b>1. Strategic Direction One – Increasing Focus</b>			
(a) Selection of a limited number of strategic objectives	<p><b>ONGOING</b></p> <p>Following the decision of the Executive Board (190 EX/Decision19) and consultations with Member States, the Director-General has prepared the full-fledged draft documents 37 C/4 and 37 C/5.</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 document 37 C/4, and translating these into thematic focus areas with expected outcomes at the end of the eight-year period.</p>	<p><b>PROPOSED FOR COMPLETION</b></p> <p>Compared to 14 Strategic Programme Objectives identified in the Organization's Medium-Term Strategy for 2008-2013 (34 C/4), the Director-General proposed a reduced number of 9 Strategic Objectives for the future Medium-Term Strategy 2014-2021 (draft 37 C/4), thereby furthering programmatic focus and strategic concentration.</p> <p>Draft documents 37 C/4 and C/5 were developed following the principle to ensure a better differentiation and focus of UNESCO's role and functions at the global, regional and national levels.</p> <p>Subsequent to 191 EX/Dec.15 Part II, the Secretariat furthermore supported the working group of the Executive Board tasked to determine budgetary priorities for funding of programme activities, to be pursued in the event of a significant cash flow shortfall. The proposed ranking, according to three priority areas, has been adopted at a special session of the Executive Board on 4 July 2013.</p> <p>The budget prioritization process, based on the recommendations of the working group of the Executive Board, has led to the identification of budget priority areas among those proposed in the draft document 37 C/5, with the request to ensure a concentration of resources at high budget priority areas (ref: 5 X/EX/Dec.2). The Secretariat is implementing this decision and will, at the 192nd session of the Executive</p>	<p><b>37 C/4 and C/5</b></p> <p><b>PROPOSED FOR COMPLETION</b></p> <p>Upon approval by the 37th session of the General Conference</p>

OPEN/INTEGRATED/ CLOSED IEE ACTION  Items as per 191 EX/Dec.16 (I)	Status of implementation reported at 191st	Status of implementation at 192nd (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
		Board, present a "full income and expenditure plan" as well as an 'indicative comprehensive and strategic staff restructuring plan on the basis of the spending priorities and principles contained in 5 X/EX/Dec.2.  (*The respective Roadmap Targets 1, 2, and 3 have been fully achieved further contributing to an increased focus in the five Major Programmes).	
(b) Introduce a four-year programming cycle <sup>1</sup>	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(c) Introduce brief C/4 of a rolling nature over 8-year duration	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(d) Develop programme and timetable of work for C/5 and C/4 preparation and monitoring	<b>COMPLETED</b> 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	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(f) Recommend criteria for introducing new and maintaining	<b>ONGOING</b> Programmes are designed to concretize and implement the overarching objectives and results of	<b>ONGOING</b> Subsequent to the General Conference's decision to terminate all programmes after a four-year period, unless	<b>37 C/4 AND 37 C/5</b>

<sup>1</sup> Also proposed under Strategic Direction 4.

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<p>existing programmes for regular and extrabudgetary programmes</p>	<p>the C/4 and C/5 documents, as decided by Member States.</p> <p>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.</p> <p>As decided by the General Conference, (36 C/Resolution 112), a sunset clause will be introduced beginning with document 37 C/5 for each programme area.</p> <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</p>	<p>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 mobilizing 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 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>	

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	(ii) launch a systematic programme review exercise in 2013.	<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 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>	<b>Sept. 2014 (EX 195)</b>
(g) Promote intersectorality	<p><b>PROPOSED FOR COMPLETION</b></p> <p>In 2012, the Director-General approved 33 projects under the six intersectoral platforms (IPs) financed through Emergency Funds for a total of \$2,998,166 and 45 regular programme activities for a total of \$2,849,500. the allocation was made on the basis of a ranking according to the following criteria:</p> <ul style="list-style-type: none"> <li>- Demonstrates an effective, innovative and intersectoral approach in both project conception and proposed implementation, and in the composition of the implementing team;</li> <li>- Contributes to the achievement of the expected results defined in document</li> </ul>	<p><b>PROPOSED FOR COMPLETION<sup>2</sup></b></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 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</p>	<p><b>PROPOSED FOR COMPLETION</b></p> <p><b>37 C/4 and 37 C/5</b></p> <p><b>END 2013</b></p>

<sup>2</sup> Although this action item refers to a continuing process it is proposed for completion as it has been integrated into the ongoing working processes/reform efforts of the organisation and/or appropriate initiatives for its implementation have been put in place by EX 192.

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	<p>36 C/5;</p> <ul style="list-style-type: none"> <li>- Responds to national needs and priorities (or to global priorities);</li> <li>- Provides a compelling implementation and partnership strategy, including extrabudgetary potential;</li> <li>- Provides information on the sustainability/ scalability of the project;</li> <li>- Addresses the two global priorities – Gender Equality and Priority Africa;</li> <li>- Provides visibility for the Organization among key partners/constituents;</li> <li>- Provides a compelling implementation and partnership strategy;</li> <li>- Project implementation team has demonstrated experience and expertise in this area.</li> </ul> <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 documents 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>	intersectoral approach at the field level.	
(h) Review and propose new consultation processes for C/4 and C/5 documents	<b>PROPOSED FOR COMPLETION</b>  For the preparation of the draft documents 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	<b>PROPOSED FOR COMPLETION</b>  A proposal for the organization of regional consultations concerning the C/4 and C/5 documents will be submitted to the 192nd session of the Executive Board (cf. 192 EX/5 Part III).tbc	<b>PROPOSED FOR COMPLETION</b>  <b>UPON APPROVAL OF 37 C/4 and 37 C/5</b>

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	<p>qualitative (e.g. past evaluations) and quantitative (e.g. prioritization, 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 documents. 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 the C/4 and C/5 documents 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>		
(i) Take steps to further strengthen results-based management	<b>REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)		
(j) Introduce results-based budgeting (RBB)	<p><b>ONGOING</b></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"> <li>• 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</li> </ul>	<p><b>ONGOING</b></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</p>	<p><b>ONGOING</b></p> <p>Phased approach (37 C/5 and 39 C/5)</p>



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	<p>activities required to achieve each result.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 document.</li> <li>• There will be a need to establish a better way of categorizing the budgets and costs.</li> <li>• Overall, the introduction of RBB will thus require substantial time and will need to be implemented in phases.</li> <li>• 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.</li> </ul> <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 services and for developing a pilot. A comprehensive action schedule for RBB implementation will be presented to the 191st session of the Executive Board.</p>	<p>progressive implementation of results-based budgeting which outlined:</p> <ul style="list-style-type: none"> <li>• the actions which the Secretariat would need to take in order to successfully implement results-based budgeting; and</li> <li>• a draft calendar of implementation.</li> </ul> <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 Result 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 2013.</p>	
(k) Reinforce commitment to two global priorities: Africa and Gender	<b>ONGOING</b> Operational strategies are being developed for Priority Africa and Gender Equality as reflected in	<b>PROPOSED FOR COMPLETION</b> <sup>2</sup> Global Priority Africa: Six flagship projects are proposed in the draft document 37 C/5 for joint implementation by	<b>PROPOSED FOR COMPLETION</b> <b>UPON APPROVAL OF</b>

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Equality	<p>the draft documents 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 subregional consultations the results of which will feed into the newly developed operational strategy for Priority Africa.</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>	<p>UNESCO Sectors. The details of the strategy on Priority Africa, including expected results and related indicators and benchmarks for the flagships, were presented in document 191 EX/15. Following 191 EX/Decision 15 Part C, a revised operational strategy for Priority Africa is being prepared for submission to the 192nd session of the Executive Board.</p> <p>(*Efforts being made with regard to Roadmap Target 4 also demonstrate a reinforced commitment to the global Priority Africa.)</p> <p>Global Priority Gender Equality: A UNESCO Priority Gender Equality Action Plan for 2014-2021 (GEAP II) is presented to the 192nd session of the Executive Board. (see document 192 EX/16). This Plan builds on the lessons learnt from the first Gender Equality Action Plan (2008-2013) and is much more closely aligned with C/4 and C/5 documents. It reflects EX/4 reporting to the Executive Board, recommendations stemming from the findings of the Internal Oversight Service (IOS) review of Priority Gender Equality (document 191 EX/22), and from the International Labour Office's (ILO) Participatory Gender Audit Report. It provides an operational framework for the implementation of Priority Gender Equality and provides guidance on how to ensure that a gender equality perspective is reflected in all of UNESCO's policies, programmes and processes.</p>	<b>37 C/5 and 37 C/4</b>
(I) Introduce systematic programme reviews <sup>3</sup>	<b>ONGOING</b> See 1 (f) and (n).	<b>ONGOING</b> See 1 (f) and (n).	<b>END 2014</b> The result of the evaluation will be presented by end 2014.

<sup>3</sup> Also proposed under Strategic Direction 4.

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(m) Monitor low performing programmes separately	<p><b>ONGOING</b></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>	<p><b>ONGOING</b></p> <p>Regular programme monitoring is undertaken by the sectors and the Programme Management Committee (PMC).</p> <p>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.</p> <p>The budget prioritization exercise of the Executive Board working group took into account a number of factors including the assessments, reviews and evaluations that had previously identified low performing programmes.</p> <p>See also 1 (f) and (n).</p>	<b>ONGOING 37 C/5</b>
(n) Conduct systematic evaluation of programmes <sup>4</sup>	<p><b>ONGOING</b></p> <p>The Evaluation Plan 2012/13 is presented to the 191st session of the Executive Board in Annex I 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) 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>	<p><b>ONGOING</b></p> <p>Systematic evaluation coverage of UNESCO programmes will be ensured through a combination of IOS-managed evaluations and Sector-managed evaluations with IOS backstopping.</p> <p>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.</p>	<b>37 C/4 and 37 C/5</b>  The result of the evaluation will be presented by end 2014 and in the following C3 document.

<sup>4</sup> Also proposed under Strategic Directions 2 and 4.

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(o) Carry out review of all partnership agreements with United Nations partners	<p><b>ONGOING</b></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 &amp; 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>	<p><b>PROPOSED FOR COMPLETION <sup>2</sup></b></p> <p>Work is currently under way (jointly by ERI and BSP) to review all MoUs with the funds and programmes of the United Nations and other select United Nations organizations. This is in line with (*) Target 7 of the Roadmap which stipulates that "UNESCO will review by end-2013 all its global memoranda of understanding with the funds and programmes of the United Nations and other select United Nations organizations."</p> <p>In relation to specific MoUs, recent developments include:</p> <ul style="list-style-type: none"> <li>• A revised MoU is being developed with UNIDO and WMO, outlining the main areas of cooperation with the two Organizations. The aim of the revised MoU with UNIDO is to have it signed by July 2013. The sector has prepared a memo requesting the Director-General to put the MoU with WMO on the agenda of the 192th session of the Executive Board for approval and forwarding to the 37th General Conference for final approval and signed by December 2013.</li> <li>• A new Partnership Agreement with WFP is in the process of elaboration.</li> <li>• UNESCO has engaged in a consultation process with UNV, with a view to concluding a new MoU by end 2013. These discussions are done in consultation with other United Nations agencies which are also in the process of concluding a new MoU with UNV.</li> <li>• The Director-General of UNESCO and the Secretary-General of ITU have signed a MoU on 23 September 2012 outlining the main areas of cooperation between</li> </ul>	<b>END 2013</b>

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		UNESCO and ITU.	
<p>(p) Hold consultations with United Nations partners in the context of CCA/UNDAF processes</p>	<p><b>ONGOING</b></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>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 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>	<p><b>PROPOSED FOR COMPLETION <sup>2</sup></b></p> <p>UNESCO participates in the CCA/UNDAF roll-out and implementation as a member of United Nations country teams and in the UNDAF-related functions as a member of the Regional undg Teams.</p> <p>Building on the achievements of, and experience in, piloting Delivering as One, UNESCO has participated in the operationalization of this new way of working together through a undg guidance package on "standard operational procedures" (SOPs), as requested by the 2012 QCPR resolution. The application of the SOPs through interested countries is expected to result in a second generation of more results-based and high quality UNDAFs. The related undg UNDAF guidance will be updated accordingly, upon UNESCO's proactive suggestion and with UNESCO's involvement.</p> <p>UNESCO is engaged in the ongoing 2013 UNDAF roll-out and equivalent common country programming processes, and continues to make some dedicated (albeit limited) reinforcement funds available to field offices for this purpose (on demand by field offices), in line with (*) Roadmap Target 8..</p>	<p><b>ONGOING 37 C/5</b></p>
<p>(q) Clarify division of labour among EFA convenors</p>	<p><b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)</p> <p>Major Programme 1: MLA 4, Expected Result 10</p>		

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(r) Develop new human resources strategy	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) The New HRM strategy is submitted for approval to the 37 <sup>th</sup> General Conference, 37 C/INF.11, including details in relation to HQ-field staff ratio (* related to Roadmap Target 6)		
(s) Improve IT systems to support programme planning, implementation and reporting	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) (* respective details are reported under Roadmap Target 18)		
(t) Streamline financial management systems	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) (* related to Roadmap Target 18)		
<b>2. Strategic Direction Two – Positioning closer to the field</b>			
(a) Ensure policy coherence	<b>REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> , 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	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> 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 will be submitted for approval at the 37th General Conference (see 37 C/52) For field reform see (c) below.		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(c) Clarify reporting lines in new field network and update tables of authority and accountability <sup>5</sup>	<p><b>ONGOING</b></p> <p>The implementation of the field reform 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 191st Executive Board. The Central African region will be functional by the end of May and West and southern Africa will be ready before the end of the year. Staffing plans have been made for all offices in Africa.</p> <p>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.</p>	<p><b>PROPOSED FOR COMPLETION <sup>2</sup></b></p> <p>Document 187 EX/33 on the progress of the field network reform provided a detailed clarification of roles and responsibilities and upon request of the Executive Board (see 187 EX/Decision 33) further clarification on reporting lines was provided in 190 EX/31 and endorsed in 190 EX/Dec.31. An ivory note for the implementation of the new management and accountability system for UNESCO field offices will be issued in line with the above decisions.</p> <p>This recommendation, which is closely linked to (*) Roadmap Target 4 (implement field reform in Africa by 2013) has continued to be operationalized. Staff transfers have been taking place as foreseen, and the new office in Côte d'Ivoire will be fully operational in Summer thanks to the generous support from the Côte d'Ivoire Government. The new regional office in Yaoundé has moved to new enlarged facilities put at UNESCO's disposal by the Cameroon Government. The new regional office in Abuja will move to the restored United Nations House in 2014 but is functional at present in the interim facilities offered by the Government of Nigeria. Also the new regional office in Dakar will be moving to new facilities offered by the Government of Senegal in 2014.</p> <p>A new project office has been established in Chad to ensure in-country implementation of the large education project. The office reports directly to the regional office for Central Africa in Yaoundé.</p> <p>Meetings have been held with all offices and antennas in</p>	<b>END 2013</b>

<sup>5</sup> Also proposed under Strategic Direction 3.

OPEN/INTEGRATED/ CLOSED IEE ACTION  Items as per 191 EX/Dec.16 (I)	Status of implementation reported at 191st	Status of implementation at 192nd (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
		the various regions except for southern Africa to ensure full understanding of the new reporting lines between the national entities and the regional offices and the best possible division of tasks.  See also 192 EX/4 Part IV: State of progress of the reform of the field network.	
(d) Strengthen coordination and synergy between Headquarters and field	<b>REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)  See also 192 EX/4 PART IV: State of progress of the reform of the field network		
(e) Ensure an ongoing evaluation process of the reform of field network	<b>ONGOING</b>  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.	<b>ONGOING</b>  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.	<b>END 2014</b>
(f) Provide the necessary professional skills and competencies	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> 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 is presented in 37 C/INF.11. (Timeframe 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	<b>ONGOING</b>  The administrative support platform in Addis Ababa was postponed to spring 2013 in order to benefit from the overall AO reform at Headquarters.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  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	<b>END 2013 (for Africa)</b>  Timeline to be defined for other regions



OPEN/INTEGRATED/ CLOSED IEE ACTION  Items as per 191 EX/Dec.16 (I)	Status of implementation reported at 191st	Status of implementation at 192nd (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
		<p>completed so that both the Liaison Office, IICBA and the Platform can be fully served.</p> <p>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.</p>	
(h) Include provisions in the new human resources strategy to support implementation of the field reform	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(i) Provide detailed estimate of the costs of the field reform	<b>ONGOING</b> An operational budget for 2013 has been elaborated	<b>PROPOSED FOR COMPLETION</b> <sup>2</sup> A detailed financial report and budget has been elaborated and adjusted in the light of the possible budget restraints for the coming biennium.	<b>END 2013 (for Africa)</b> Timeline to be defined for other regions
(j) Develop detailed implementation plan for field reform	<b>ONGOING</b> 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.	<b>ONGOING</b> 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.	<b>END 2013 (for Africa)</b> Timeline to be defined for other regions
(k) Develop results-based strategies for all offices for strategic and programmatic alignment	<b>REPORTED IN DOCUMENT 192 EX/4 Part I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) (* related to Roadmap Target 5).		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(l) Enhance consultant roster	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(m) Better use of expertise and capacity in category 1 and 2 institutes and centres	<b>REPORTED IN AND MAINSTREAMED THROUGHOUT DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) Proposals for the revisions of statutes of education-related category 1 institutes will be submitted for approval at the 37th General Conference (see document 37 C/52) See also 192 EX/4 Part IV: State of progress of the reform of the field network.		
(n) Build on experiences gained in South-South cooperation fund and strengthen cooperation with UNDP South-South coordination fund	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) See also 192 EX/4 PART IV: State of progress of the reform of the field network.		
(o) Establishment of monitoring and evaluation and knowledge management function as part of new field network	<b>ONGOING</b> 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.	<b>ONGOING</b> The transfer of staff from Headquarters to the field and from former cluster offices to the new regional offices is still ongoing. (*related to the achievement of Roadmap Target 6.) 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.	<b>END 2013 (for Africa)</b> Timeline to be defined for other regions
(p) Promote self-evaluation and make it an integral part of programme management	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) 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.		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(q) Revise evaluation policy to make self-evaluation completion reports a requirement for all extrabudgetary projects	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) The revised UNESCO evaluation policy will be presented to the spring session of the Executive Board in 2014.		
<b>3. Strategic Direction Three – Participation in the United Nations</b>			
(a) Further strengthen participation in joint United Nations planning and implementation processes including harmonization of business practices	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I) (*related to Roadmap Targets 7 and 8)		
(b) Report on UNESCO participation in United Nations coordination mechanisms and inter-agency operations	<b>ONGOING</b> UNESCO provides coordination and/or leadership functions in a number of sectoral United Nations system-wide initiatives: <ul style="list-style-type: none"> <li>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</li> </ul>	<b>ONGOING</b> 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. <ul style="list-style-type: none"> <li>UNESCO has chaired the UNDG Task Team mandated to develop cost-sharing modalities and a cost-sharing formula for the future funding of the</li> </ul>	<b>ONGOING 37 C/5</b>

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
	<p>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.</p> <ul style="list-style-type: none"> <li>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. 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.</li> <li>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.</li> <li>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</li> </ul>	<p>Resident Coordinator System.</p> <ul style="list-style-type: none"> <li>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.</li> <li>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 Teams. (see EX/4 Add. Documents (annual cycle).</li> </ul> <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"> <li>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.</li> <li>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,</li> </ul>	

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
	<p>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.</p> <ul style="list-style-type: none"> <li>In an inter-agency initiative, UNESCO 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.</li> </ul> <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>	<p>through interest from Member States as one way 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"> <li>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.</li> <li>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);</li> <li>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;</li> <li>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 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.</li> </ul>	
(c) Clearly define role of liaison offices	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(d) Develop communication mechanism to provide Member States with information on work of liaison offices in New York and Geneva	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)		
(e) Implement policies of geographic and inter-agency mobility/new human resources strategy	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)  The report on the implementation of the HR Strategy presented to the General Conference (37 C/INF.11) includes reporting on geographical mobility.  An updated geographical mobility policy has been prepared to facilitate and streamline geographical mobility; final consultations are under way, with a planned issuance of the updated policy during the 3rd quarter of 2013.  See also 192 EX/4 PART IV: State of progress of the reform of the field network.		
(f) Develop list of competencies required for posts of United Nations Resident coordinators	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(g) Improved coordination at Headquarters	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> 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.		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(h) Training opportunities to assist staff join corps of United Nations Resident Coordinators and Representatives	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
<b>4. Strategic Direction Four – Strengthening governance<sup>6</sup></b>			
(a) Development of accountability framework for relations between the governing bodies and the Secretariat	<b>ONGOING</b>  The Director-General submitted a report on the subject to the Executive Board at its 190th session (190 EX/INF.12, Annex II).  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 frameworks (ref. JIU/REP/2011/5) the UNESCO Secretariat will present a consolidated accountability framework to the 192nd session of the Executive Board.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  In light of submission of document 190 EX/INF.12, Annex II, on the "status of developing an accountability framework specifically for relations between the governing bodies and the Secretariat" this specific item is proposed for completion.  See also 2 (b) and (c), 4 (t), (y), and (z) and 5 (c) on ongoing matters referring to accountability frameworks, information requirements for governance oversight, transparency of information, and clarifying roles, responsibilities and reporting lines.  In line with 191 EX/Decision 16 (IV) paragraph 5 the envisaged review of existing intergovernmental and other bodies in order to recommend ways of addressing possible challenges such as duplication with other programme activities, funding issues and achievements of expected results is work in progress and is addressed, through the analysis of various related studies.  As a complement to the broad areas of study recommended in 191 EX/Decision 16 (IV), paragraph 6, it	<b>PROPOSED FOR COMPLETION</b>

<sup>6</sup> Note: All items concerning governance continue to be subject of reporting in the framework of the IEE follow up, considering that these are not usually reported on in the regular EX4 report, Part I (as requested per 191 EX/Decision 16 (I).)

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
		is suggested that several avenues be carefully explored in the context of the self-assessment, which the General Conference will invite each intergovernmental body to conduct, with a view to identifying measures that will lead to increased efficiency and effectiveness.  (See more details in 192 EX/4 PART III)	
(b) <sup>6</sup> Establish pilot monitoring mechanism to identify obstacles and improve interaction between the governing bodies and the Secretariat	<b>PROPOSED FOR COMPLETION</b>  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.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  This mechanism proved useful in enabling the heads of the three organs of UNESCO to meet and discuss sometimes sensitive subjects and thus to avoid, in the spirit of the EEI recommendations, potential institutional difficulties. It also enables a regular exchange between the heads. Three meetings were held in quick succession, and since then have been less frequent. A fourth meeting planned for 4 July 2013 was not held due to lack of time, and will be scheduled in the autumn.	<b>PROPOSED FOR COMPLETION</b>  Integrated into working practices
(c) <sup>6</sup> Submit relevant new initiatives to governing bodies when within their prerogative	<b>ONGOING</b>  See 191 EX/16 Part IV for a discussion of governance arrangements including a proposal for an external evaluation.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  This approach has been integrated into normal working practices.  The Director-General and her management team always submit to the governing bodies all initiatives within their prerogative for examination if necessary, in accordance with the applicable rules.	<b>PROPOSED FOR COMPLETION</b>  Integrated into working practices
(d) <sup>6</sup> Better use of information meetings	<b>COMPLETED</b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  This approach has been integrated into normal working practices.	<b>PROPOSED FOR COMPLETION</b>  Integrated into working practices



<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(e) <sup>6</sup> Chairperson to convene half-day special session, when required, for the Director-General to consult the Executive Board under Rule 59	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  This approach has been integrated into normal working practices.	<b>PROPOSED FOR COMPLETION</b>  Integrated into working practices
(f) General Conference to examine draft resolutions without general debate, unless requested	<b>COMPLETED</b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  This approach has been integrated into normal working practices.	<b>PROPOSED FOR COMPLETION</b>  Integrated into working practices
(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	<b>ONGOING</b>  See the discussion of proposals contained in 191 EX/16 Part IV.	<b>ONGOING</b>  See the discussion of proposals contained in 191 EX/16 Part IV and 191 EX/Decision 16 (IV), para. 4.	<b>37 GC</b>
(h) General Conference to merge Administration and Programme and External Relations Commissions of the General Conference	<b>PROPOSED FOR COMPLETION</b>  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).	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  The proposal was accepted by the Executive Board (191 EX/Decision 22 (II)) and is included in 37 C/2.	<b>PROPOSED FOR COMPLETION</b>

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
on an experimental basis			
(i) Formalize within the Rules of Procedure of the General Conference the current practice whereby Programme Commissions present to the plenary draft resolutions to amend the C/4 and C/5 documents	<b>PROPOSED FOR COMPLETION</b>	<b>PROPOSED FOR COMPLETION <sup>2</sup></b>  The formalization of this procedure will be part of the proposals that the General Conference will examine under item 7.1 of its agenda: Amendments to the Rules of Procedure of the General Conference	<b>PROPOSED FOR COMPLETION</b>  Upon approval at the 37th General Conference
(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	<b>PROPOSED FOR COMPLETION<sup>1</sup></b>  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).	<b>PROPOSED FOR COMPLETION <sup>2</sup></b>  The recommendation that draft resolutions with financial implications clearly identify the Main Line of Action from which the resources should come is included as an additional criterion within the proposals for the organization of the work of the 37th session of the General Conference. Also proposed to be formalized within the Rules of Procedure of the Conference under item 7.1 (see 4(i) above).  (*This also contributes to the accomplishment of Roadmap Target 17)	<b>PROPOSED FOR COMPLETION</b>  Upon approval at the 37th General Conference

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(k) Organize the sessions and set up agendas consistent with requirements of managing four-year programming cycles	<b>PROPOSED FOR COMPLETION<sup>1</sup></b> See 191 EX/23 Part I.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b> A draft calendar will be submitted to the Executive Board at its 192nd session as per 5 X/EX/Dec.2 Pending the adoption of the draft calendar at the 192nd session this item is proposed for completion.  (*This also contributes to the accomplishment of Roadmap Target 17.)	<b>PROPOSED FOR COMPLETION</b> Upon approval at the 192nd session of the EXB
(l) Develop a biennial programme for the plenary debates of the Executive Board focusing on thematic issues	<b>ONGOING</b> Ongoing reflection: learning lessons from the transition to the four-year cycle.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b> A draft calendar will be submitted to the Executive Board at its 192nd session as per 5 X/EX/Dec.2 Pending the adoption of the draft calendar at the 192nd session this item is proposed for completion.  (*This also contributes to the accomplishment of Roadmap Target 17.)	<b>PROPOSED FOR COMPLETION</b> Upon approval at the 192nd session of the EXB
(m) <sup>6</sup> Increase the number of items discussed in joint meetings of the PX and FA Commissions	<b>COMPLETED</b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b> This approach has been integrated into normal working practices.  (*This also contributes to the accomplishment of Roadmap Target 17.)	<b>PROPOSED FOR COMPLETION</b> As integrated into working practices
(n) Director-General to propose a quality framework for Executive Board documents to ensure concise, analytical and action-oriented reports	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(o) <sup>6</sup> Require all substantive amendments to draft decisions be provided in writing	<b>COMPLETED</b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  This approach has been integrated into normal working practices.	<b>PROPOSED FOR COMPLETION</b>  as integrated into working practices
(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	<b>ONGOING</b>  Progress will depend on the organizational decisions relating to the processing of the C/4 and C/5 preliminary proposals at the 191st session of the Executive Board. Conduct a similar procedure to that followed at the 190th session.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  At the 191st session, the PX and FA Commissions adopted a strict procedure for examining these draft decisions, which all had to be submitted in writing in advance, then studied and accepted or not by the C/6-C711 working group chaired by the Chairs of the PX and FA Commissions.  (*This also contributes to the accomplishment of Roadmap Target 17)	<b>PROPOSED FOR COMPLETION</b>  as integrated into working practices
(q) Executive Board adopts criteria similar to those of the General Conference concerning draft decisions aiming to amend the C/5 document	<b>ONGOING</b>  A new working method is expected to be introduced at the 191st session to take this recommendation into account.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  See previous recommendation, para. 4(p)	<b>PROPOSED FOR COMPLETION</b>  integrated into working practices

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(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	<b>COMPLETED</b> 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	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(t) Director-General to submit a comprehensive report on the UNESCO Secretariat accountability framework and its monitoring and evaluation mechanisms	<b>ONGOING</b> 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.	<b>ONGOING</b> See also item 4 (a) above and 192 EX/4 Part 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"> <li>• a stock-taking of all intergovernmental bodies,</li> </ul>	<b>EX 192</b>

OPEN/INTEGRATED/ CLOSED IEE ACTION Items as per 191 EX/Dec.16 (I)	Status of implementation reported at 191st	Status of implementation at 192nd (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
		statutory provisions including frequency, size and number of subsidiary governance bodies, <ul style="list-style-type: none"> <li>• an indicative inventory of financial costs of these activities and</li> <li>• ongoing studies within programme sectors, as well as reviews by IOS</li> <li>• 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.</li> </ul> See also HR strategy 187 EX/6 Part X, Annex I (UNESCO staff accountability framework).	
(u) Director-General to put in place a Change Management Team	<b>COMPLETED</b>	<b>PROPOSED FOR COMPLETION</b> A change management team is in place under the leadership of the Deputy Director-General. It is responsible for the implementation of the restructuring plan and reports periodically to the Director-General. The minutes of the regular meetings are available online.	<b>PROPOSED FOR COMPLETION</b>
(v) Develop fuller assessment for the C/3 document	<b>ONGOING</b> Please see progress reported under 1(i). This aspect is also included in the IOS work programme.	<b>ONGOING</b> 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	<b>EX 194</b>
(w) <sup>6</sup> Assist Member States in preparation of Executive Board reports to the	<b>COMPLETED</b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b> This approach has been integrated into normal working practices.	<b>PROPOSED FOR COMPLETION</b> Integrated into working

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
General Conference on the implementation of the C/5 document			practices
(x) More inclusive consultation process	<b>PROPOSED FOR COMPLETION</b>	<b>PROPOSED FOR COMPLETION<sup>2</sup></b> Refer to 1(h).	<b>PROPOSED FOR COMPLETION</b>
(y) Discuss and agree upon information required for governance oversight	<b>ONGOING</b> See 4(a), 4 (t) and 191 EX/16 Part IV.	<b>ONGOING</b> See 4(a), 4 (t).	<b>ONGOING</b> Timeline to be decided.
(z) Streamline and improve transparency of information for Member States	<b>ONGOING</b>	<b>ONGOING</b> 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.	<b>ONGOING PROCESS</b> No timeline available.
(aa) Ensure extrabudgetary resources fall under same governance oversight as regular programme	<b>ONGOING</b> IOS is conducting a stocktaking of all evaluations of extrabudgetary projects and will draw systematic conclusions.	<b>ONGOING</b> 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	<b>ONGOING</b> Timeline to be decided.

OPEN/INTEGRATED/ CLOSED IEE ACTION  Items as per 191 EX/Dec.16 (I)	Status of implementation reported at 191st	Status of implementation at 192nd (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	Timeframe for implementation
		<p>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 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".</p>	
<b>5. Strategic Direction Five – Developing Partnership Strategy</b>			
(a) Develop draft policy framework for strategic partnership	<b>COMPLETED</b>	<p><b>PROPOSED FOR COMPLETION<sup>2</sup></b></p> <p>Expected results and targets for all categories of partners covered by the comprehensive partnership strategy will be presented to the 192nd session of the Executive Board.</p> <p>(*In line with the spirit of Roadmap Target 9 the definition of results and targets for public-private partnerships (PPP) further contributes to increasing the number of PPPs)</p> <p>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.</p>	<b>PROPOSED FOR COMPLETION</b>



<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
<p>(b) Take stock of and assess UNESCO experience of working with different categories of partners</p>	<p><b>PROPOSED FOR COMPLETION</b></p> <p>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 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 (190 EX/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 (190 EX/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>	<p><b>ONGOING</b></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>A screening exercise of the current 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.</p> <p>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.08).</p>	<p><b>ONGOING</b></p> <p><b>End 2013</b></p> <p><b>38th GC</b></p>

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(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	<b>COMPLETED</b>  In response to 190 EX/Decision 21 (II), the Director-General has included Goodwill Ambassadors, the UNEVOC network and category 2 institutes in the comprehensive partnership strategy.	<b>PROPOSED FOR COMPLETION<sup>2</sup></b>  Strategies for different categories of partners (i.e. the private sector, bilateral government donors, media companies, NGOs, parliamentarians, UNESCO Clubs and UNITWIN/Chairs, Goodwill Ambassadors, the UNEVOC network and the category 2 institutes and Centres and Associated Schools) were endorsed by the 190th and 191st Executive Board.  In line with 191 EX/Decision 16 (III) a compilation of the specific targets and expected results relating to each category of partner will be presented in 192 EX/5, accompanied by an INF document presenting the comprehensive partnership strategy as a whole. The specific targets and expected results for each partner include inter alia criteria for sustainable management of partnerships and the expected results are aligned with the four-year programmatic period of document 37 C/5.  The consolidated partnership strategy has been on the partnership web site and will be complemented with the approved expected results and targets after the 37th session of the General Conference.  (*In line with the spirit of Roadmap Target 9 the definition of results and targets for PPP further contributes to increasing the number of PPP)	<b>PROPOSED FOR COMPLETION</b>
(d) Review the mandate and working methods of the NGO committee	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(e) Make information on partners available on	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
the Internet and report biennially to the Executive Board on policy framework	Integrated into working practices.		
(f) Provide, in 2012-2013, an overview of all networks and initiatives taken to strengthen management of networks	<b>ONGOING</b>	<b>ONGOING</b>  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/xx.  The Education Sector is strengthening the management of three of its main networks: ASPnet, UNITWIN/UNESCO Chairs Network and UNEVOC network.  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	<b>END 2013</b>

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
		<p>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, linking institutions working in the area of TVET around the world, was presented in 191 EX/16 INF.3.</p>	
(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><b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> as per 191 EX/Decision 16 (I)</p> <p>(*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). Timeframe 2014-2015.)</p> <p>The report on the implementation of the HR Strategy is in 37 C/INF.11.</p>		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(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	<b>REPORTED IN DOCUMENT 192 EX/4 PART I INCLUDING ONLINE ANNEX</b> 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 adoption.		
(i) Consult with civil society through specific questionnaire	<b>REPORTED IN DOCUMENT 192 EX/4 Part I including online Annex</b> as per 191 EX/Decision 16 (I)  Fully integrated into working practices, see also item SD1 (h)		
(j) Elaborate new statutory framework of cooperation	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(k) Consider opening up the governing bodies to other partners	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(l) Conduct review of cooperation with National Commissions	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		

<b>OPEN/INTEGRATED/ CLOSED IEE ACTION</b>  <b>Items as per 191 EX/Dec.16 (I)</b>	<b>Status of implementation reported at 191st</b>	<b>Status of implementation at 192nd</b> (Including references to the roadmap targets (*) and reporting in the Director-General's regular EX/4 as relevant)	<b>Timeframe for implementation</b>
(m) Encourage Member States to provide more support to National Commissions	<b>COMPLETED</b> as per 191 EX/Decision 16 (I)		
(n) Strengthen interaction with National Commissions	<b>REPORTED IN DOCUMENT 192 EX/4 Part I including online Annex</b> 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	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF ____ Status as at 30/06/13	Overall Status
1. Reduce the overall number of work plans by 20% by end-2012 in an effort to focus and foster accountability.	The total number of Regular Programme (RP) work plans has been reduced from 1,191 in January 2012 to 1,017 as at end-December, representing an overall reduction of 15%. Under the five Major Programmes, a reduction of 21% has been achieved, reflecting a certain concentration of programmes.	The total number of Regular Programme work plans has been reduced from 1,191 in January 2012 to 1,028 as at end-June, representing an overall reduction of 14%. Under the five Major Programmes, a reduction of 21% has been achieved. (see also IEE SD1(a) and 1 (f))	Achieved
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.	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.	The total number of RP activities with minimum operational budget has been decreased by 54% overall, and further decreased by 60% under the five Major Programmes.	Achieved
3. Increase the minimum budget level for a work plan to \$25,000 to the extent practicable.	Improvement has been observed under the five Major Programmes, where the total number of regular programme activities with a budget of less than \$25,000 has now been reduced by 21%. Overall an 18% reduction has been achieved for all sectors/bureaus house-wide. This target is being pursued further to improve the concentration of activities into larger ones when feasible in order to provide a more focused programme delivery.	Under the five Major Programmes the total number of regular programme activities with a budget of less than \$25,000 has been reduced by 20% since January 2012. Overall a 16% reduction has been achieved for all Sectors/Bureaus house-wide.  Given that the programme implementation is in full swing and based on the final work-plan review conducted in June 2013, further improvements for this target beyond what has already been achieved is unlikely. In this regard, we consider this target as having been achieved to the extent practicable.	Achieved
4. Implement in full the field reform in Africa by the end of 2013.	Extensive details were provided in 191 EX/26.	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.	On track

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
5. Prepare by end-2013, UNESCO Country Programming Documents (UCPDs) for each country in which UNESCO is active.	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 relevant sectors and services at Headquarters and field offices. All published UCPDs can be found on the UNESCO website at the following address: <a href="http://www.unesco.org/new/en/bureau-of-strategic-planning/themes/unesco-and-un-reform/country-programming/">http://www.unesco.org/new/en/bureau-of-strategic-planning/themes/unesco-and-un-reform/country-programming/</a>	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:  <a href="http://www.unesco.org/new/en/bureau-of-strategic-planning/themes/unesco-and-un-reform/country-programming/">http://www.unesco.org/new/en/bureau-of-strategic-planning/themes/unesco-and-un-reform/country-programming/</a>	On track
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>As at 31 December 2012, the ratio of Headquarters to field posts was 63/37, which represents an improvement since April 2012, when the ratio was 64/36.</p> <p>While there has been no net increase in the number of field posts since April 2012, there has been a substantial post reduction at Headquarters (- 59 posts). This reduction, however, has not been sufficient to achieve the targeted ratio.</p> <p>In 2013, there are a number of posts scheduled for abolition at Headquarters which would improve the post ratio to 62/38. Further movement from Headquarters to the field is expected with the upcoming review of AO/EOs in the Programme Sectors, as resources and staff are expected to move to the field similar to what has occurred in the Corporate/Programme Support Services AO review.</p> <p>To further improve the ratio, there should be either a reduction of overall posts at Headquarters by 89 posts or a transfer of around 40 international posts from Headquarters to the field to rebalance the ratio. This could be achieved with the currently suspended posts (135 at Headquarters).</p> <p>In terms of staff, the overall ratio remains 65/35. However with 70% of the posts identified for</p>	<p>As at 30 June 2013, the ratio of field to Headquarters <u>posts</u> has improved from <b>36/64</b> in April 2012 to <b>38/62</b> in June 2013 (e.g. a 2% increase in field posts).</p> <p>In terms of <u>staff</u> 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>	On track



Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
	advertisement being in the field and the expected transfer/appointment of staff to occur in the next two to eight months, this should considerably move the staff ratio closer to the established target.		
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>After conducting a mapping exercise of UNESCO's existing partnership agreements with the 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 was signed with ITU on 22 September 2012.</p> <p>In addition, 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 the United Nations Secretary-General, the Director-General of UNESCO and 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 above mentioned mapping effort, by reducing overlaps and improving efficiency within the United Nations system.</p>	The updated status of this Target is provided in the IEE Follow-up Report – Item 1(o)	
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.	As at mid-August 2012, the Secretariat had allotted 2% of Major Programmes' work plan operational budgets to support UNESCO's participation in the United Nations common country programming exercises (including "delivering as one" pilots, UNDAF, and joint programming initiatives).		Achieved

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
<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>UNESCO is pursuing its efforts to maximize existing partnerships and to explore new opportunities for cooperation with the private sector, both globally and at the country level. In this regard, a series of private-sector partnerships that were initiated in 2011 were further expanded and scaled up in 2012, and new funding opportunities from China, the UAE, Korea and Brazil were explored. UNESCO benefits not only from increasing funding from the private sector to support the effective delivery of its programmes, but also from in-kind contributions (e.g. the provision of video material on world heritage sites, video conferencing equipment, etc.) and leverages the core competencies of businesses such as the private sector expertise in the area of ICTs for education and mobile learning. The private sector is a valuable partner for UNESCO as it enhances the visibility of UNESCO's priority areas such as girls' education or safeguarding the world heritage. Moreover, the private sector is a strong partner in UNESCO's global awareness-raising campaigns and advocacy for the core programmatic priorities of the Organization.</p> <p>The funding that UNESCO has mobilized from both the corporate sector and the foundations has steadily increased since 2010 as shown below. In terms of the number of agreements signed, a 25% increase was noted between 2011 and 2012 (from 20 to 25 agreements signed), which exceeds the target.</p> <p>As at 31.12.2010 some \$12.7 million were signed in 18 agreements.</p> <p>As at 31.12.2011 some \$13.9 million were signed in 20 agreements.</p> <p>As at 31.12.2012 some \$28.97 million were signed in 25 agreements.</p>		<p>Achieved</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>As of January 2013, all vacant posts are automatically suspended, except for a limited number of posts which have been approved for recruitment by the Director-General as being mission critical.</p> <p>From the total of 311 vacant posts, 213 (68%) are currently suspended. This represents 11.5% of the total 1,852 RP posts.</p> <p>The majority of suspended RP posts are at Headquarters (135 posts) and 78 posts have been suspended in the field.</p> <p>Approximately 56% of the suspended posts are in the Programme Sectors (119). ED and SHS have the highest percentage of suspended posts (20%), followed by SC and CI (18%). In Programme-Related Services, ERI, MSS/BKI and AFR have 16%, 15% and 14% of their posts suspended. In Corporate Services,</p>	<p>As of 30 June 2013, the automatic freeze of vacant posts continues. A limited number of posts have been approved for recruitment by the Director-General, as being mission critical.</p> <p>The majority of suspended posts as at 30 June 2013 are at Headquarters (125 posts), while 78 (38%) of them are in the field.</p> <p>The majority of the suspended posts are in the Programme Sectors (143, e.g. 70 %).</p> <p>The % of suspended posts within each Sector is as follows: SHS and CI : 23% and 20% respectively, ED and SC: 18% and 16% respectively and CLT: 5 %</p> <p>In programme-related services, the % of suspended posts is as follows: ERI : 20 %; AFR: 10%</p> <p>In corporate services: HRM: 14%, MSS and BFM: 5%.</p>	<p>Proposed for completion</p>

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
	<p>HRM has 15% of its posts suspended and MSS has 10%.</p> <p>There are currently 90 mission critical posts identified for recruitment. The majority are in the field (74%). From those at Headquarters, 48% are in Programmes and 52% in the corporate/programme support services.</p>	<p>It should be noted that the number of suspended posts for Corporate Services is limited as the corporate services have abolished a number of posts.(e.g. an additional 30 posts have been abolished in MSS in the course of the 36 C/5 biennium).</p>	
<p>11. Offer additional voluntary separation schemes as required before the end of 2013.</p>	<p>Given the current financial situation, a voluntary scheme on similar terms as the previous one was not deemed to be cost effective. A proposal was prepared, but was put on hold due to financial constraints. In the meantime, ad hoc individual requests are being considered, within the standard termination schedule set out in the Staff Regulations and Staff Rules.</p>	<p>A voluntary separation scheme will be launched in September 2013.</p>	<p>On track</p>
<p>12. Reduce overall administrative costs should be reduced 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>	<p>A combination of reform and cost reduction measures have successfully reduced the forecast and actual RP-funded costs for the corporate services (i.e. the Bureau of Human Resources Management (HRM), the Bureau of Financial Management (BFM) and the Sector for Management Support Services (MSS)) between 14% (\$17 million less compared to approved document 36 C/5) and 16% (\$11 million less compared to actual 2010 expenditure).</p> <p>Additional details were also provided in document 191 EX/26</p>	<p>Further to the efforts outlined in 191 EX/26 with regard to this target, Director-General has decided to re-organize the Sector of Management of Support Services (MSS). (DG Note 13/08 of 4 June 2013)</p> <p>This re-organization aims at establishing integrated approaches to the support services, rationalizing and concentrating them so as to avoid duplication, achieving greater coherence in the management of the different services, ensuring synergies and, ultimately, reducing administrative costs. MSS will also continue to steadily implement the set efficiency measures identified in the areas of document services and procurement.</p> <p>The new structure of MSS is notably aligned with this target and lays the basis for further change within the framework both of document 37 C/5 and of the Medium-Term Strategy (37 C/4), providing further opportunities for reducing the overall programme support costs of the Organization.</p> <p>The saving requested under 5 X/EX/Decisions will exceed the target.</p>	<p>Achieved</p>

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
<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>The final structure of the consolidated AO unit for Corporate and Programme Related Services (i.e. ERI, BSP, AFR, BFC, GBS, ODG, MSS, BFM and HRM) was approved by the Director-General in October 2012 and it is now established under the Bureau of Financial Management (BFM). The new structure has reduced the number of AO professional posts for these services by 60% and has enabled the abolition of three General Service posts, providing an estimated \$2 million in savings per biennium in Headquarters operations. This has also provided the opportunity to reinforce the Africa Regional Administrative Platform and other needs in the field reform. Instead of recruiting new posts in the Africa Field Reform, as originally budgeted in document 36 C/5, seven professional posts will be moved from the former Headquarters AO units to the field.</p> <p>The Programme Sectors' AO review was launched in mid-January 2013 and it is planned to be completed by September 2013.</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>Planned implementation date: September 2013.</p>	On track
<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>The targeted ratio of 0.9 General Service to 1.1 Professional staff has been achieved, in terms of posts.</p> <p>A closer review shows that within Programme Sectors, the ratio of General Service posts is lower than average (0.3 to 0.4). It is higher in Corporate Services (1.9) 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 (2.7). The</p>	<p>As of 30 June 2013, the achieved ratio of 0.9 General Service to 1.1 Professional <u>posts</u> 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</p>	On track

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
	<p>forthcoming review of secretarial support at Headquarters is expected to identify further improvement and possible redistribution of the target due to the imbalance, although expected by the intrinsic nature of the functions, between the Programme and the Corporate /Programme Support Services.</p> <p>In terms of staff, the ratio is one to one. However, considering that the majority of mission critical posts are at the Professional level and above, upon the filling of these posts, the 0.9 target for professionals should be achieved in terms of staff as well.</p>	<p>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>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>Extensive details were provided in document 191 EX/26, however the main points are outlined below for ease of reference:</p> <ul style="list-style-type: none"> <li>• In January 2012, the Director-General initiated a review of office space occupation at Headquarters with a view to optimizing it and reducing related costs;</li> <li>• The analysis showed that about 220 offices in Building I (Fontenoy) could be liberated, permitting the migration of a part of the staff from Building VI (Bonvin) to Fontenoy and occupants from Building VII to Building VI;</li> <li>• Thereafter, if Building VII were rented out to an outside organization (United Nations agency), an estimated €700,000 to €1 million could be generated annually;</li> <li>• However, an estimated €1.2 million would be needed for the staff movements and to refurbish the facilities prior to renting them out;</li> <li>• Approval was received from the Headquarters Committee to advance this amount from available reserves in the Headquarters Utilization Fund;</li> </ul>	<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 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</p>	<p>On track</p>

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
	<ul style="list-style-type: none"> <li>Thereafter, Phase 1 of the project was launched in January 2013 after a successful call for bids for a relocation company.</li> </ul> <p>Phase 1: staff relocation of staff in Fontenoy</p> <p>Phase 2: envisages relocating staff in the CLT and CI Sectors from Bonvin to Fontenoy in March.</p>	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.	
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.	Extensive details were provided in document 191 EX/26.	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.	On track
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.	Extensive details were provided in document 191 EX/26.	192 EX/4 Part III and 192 EX/4.INF report on this in detail under the IEE follow up: Strategic Direction 4.	On track
18. Implement over the biennium of a number of IT projects, to reduce transaction costs and enhance effectiveness: integrated system to manage staff costs; a procurement tool;	Extensive details were provided in document 191 EX/26.	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:  - the development of executive dashboards that allow	On track

Target	191 EX/26 Status as at 31/12/12	192 EX/4 (III) INF____ Status as at 30/06/13	Overall Status
<p>a travel management tool; expanded Human Resources workflows; a correspondence tool. For some of these projects funding still needs to be secured.</p>		<p>transforming data from different systems into meaningful and consistent information for better programme monitoring and decision-making;</p> <ul style="list-style-type: none"> <li>- a report centre to present in a user-friendly manner the most frequently used reports;</li> <li>- the promotion and use of video- and web-conferencing facilities, including central reservation and a renegotiated contract with the service provide, and</li> <li>- 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.</li> </ul> <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>	