



UNESCO Strategic Transformation

Information Session with Member States

22 NOVEMBER 2018

Deputy Director-
General, Mr Xing Qu

Opening remarks on
Strategic
Transformation
process

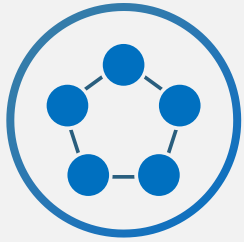


“ We need to take charge of our destiny, to regain the initiative, in other words, to begin a transformation, not by default, but by strategic choice, to ensure that this institution is better able to support the international community in the realization of the objectives it has set itself in Agenda 2030.”



Audrey Azoulay, Director-General of UNESCO
204th UNESCO Executive Board
9 April 2018

UNESCO Strategic Transformation sustained by 4 major objectives



Strengthening programs' the heart of UNESCO's action

- Place the **programmes** back at the core of the Organization's mandate
- Better target **areas** where UNESCO has **value added**
- Identify the **activities** to be strengthened in order to take into account the evolutions of the contemporary world



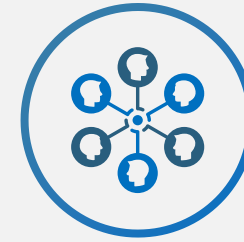
Integrating UNESCO action into reflection on ethics and foresight

- Ensure that UNESCO regains a prominent place as an **intellectual forum** and **pro-active participant** in ongoing international debates
- Enhance the **visibility** of UNESCO **publications**



Opening up the Organization

- Strengthen **collaboration** with civil society, NGOs, academics, youth and private sector
- Define a new **partnership policy** to scale up research and management of extra budgetary funds



Modernizing UNESCO ways of working

- Improve the **organization structure**, simplify its **procedures** and induce a more sustained management **culture**, for enhanced risk management
- Introduce a **new approach**: more collective, more systematic, more innovative and more reformative

The Strategic Transformation is composed of 3 distinct pillars

Pillar 1 Changing structure to strengthen management culture

Target: Spring 2018
204th Executive Board

Aim:

- Strengthen the management culture
- Improve the flow of the decision making chain by reducing the number of entities directly under Director General

Means: Changing internal structures of the Organization HQ, with the creation of an 'Administration and Management' sector led by an ADG

Pillar 2 Strengthening the efficiency of the means of action

Target: Autumn 2019
207th Executive Board

Aim: Improve the means of action

Means: Establishment of thematic groups to improve the following lines of action

- Operational efficiency of the Organization
- UNESCO's Communication
- Strategic partnerships and development of activities with the private sector
- UNESCO's presence worldwide

Pillar 3 Strategic positioning for 2030

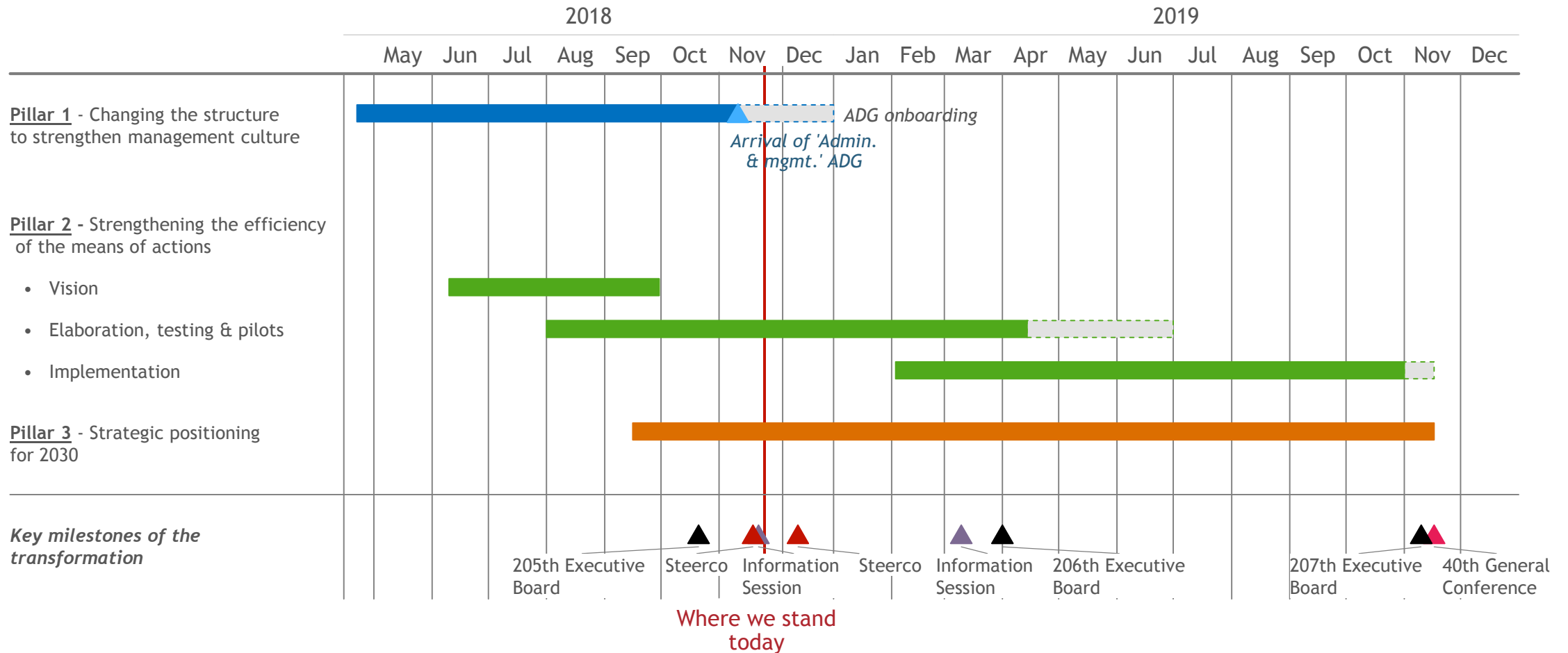
Target: Autumn 2019
40th General Conference

Aim: Strengthen and adjust the content of programmes

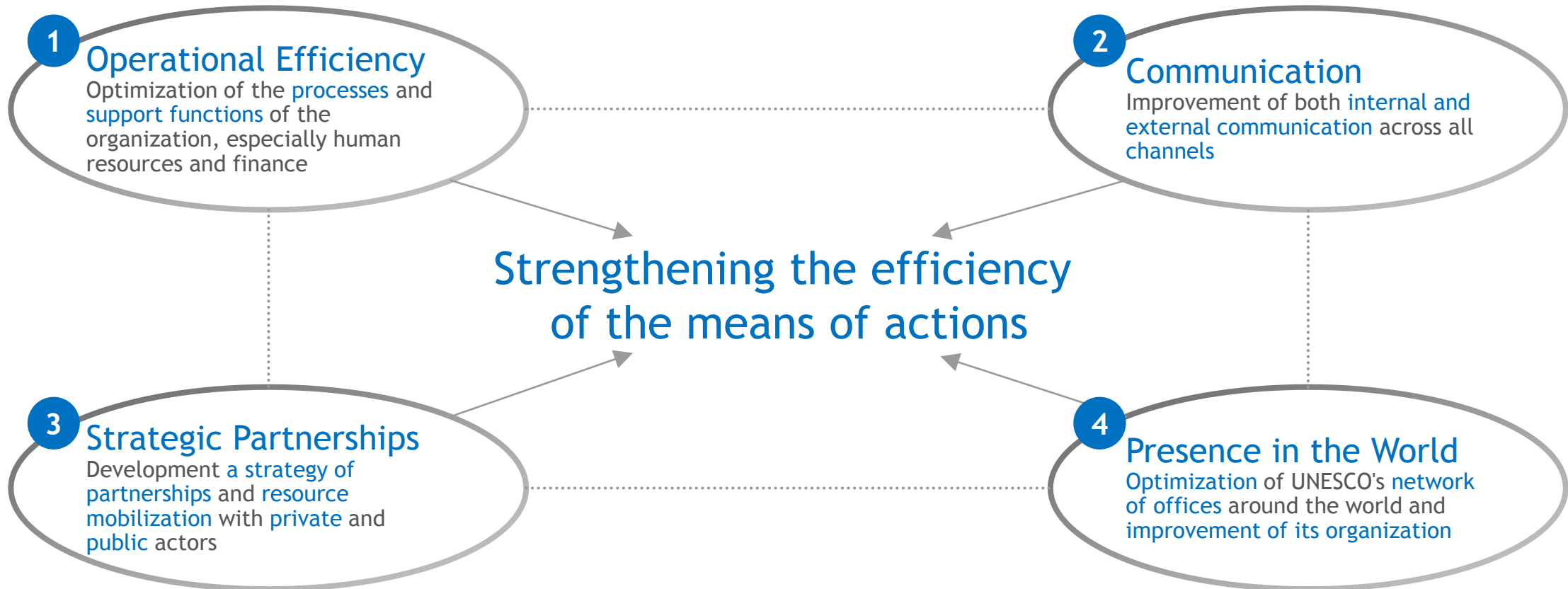
Means: Introduction of strategic reflection groups with the involvement of external eminent personalities to prepare the evolution of programmatic lines of action in regard to the challenge of today's world. An interim report:

- Will be presented at the General Conference in Autumn 2019,
- Will be integrated into discussions on document 40 C/5 and
- Will shape the framework of the next Medium term strategy (C/4)

Each pillar of the Strategic Transformation follow its own work plan and distinct milestones



Zoom on Pillar 2 - 4 working groups to strengthen UNESCO's means of action



Zoom on the Strategic Transformation Working Groups



4 x 10 minutes



Working Group on Global Presence

Ambition - Improving UNESCO field network sustainability and effectiveness



Mandate



Optimization of UNESCO's network of offices around the world and improvement of its organization













Expected results



- Common understanding of strategic challenges and opportunities of the field network
- General agreement on principles and criteria for field presence
- Optimization of current administrative & managerial structures and modalities, including headquarter-field coordination/communication
- Financial implications for the revised field network
- Firm engagement of Member States to support the revised field structure
- Communication strategy supporting change management and strong culture of “UNESCO as ONE.”

Progress update - Topics covered by the group

Topics	Progress update	Details of progress update
 <p>Enhance performance management for Directors/Heads of offices</p>	 <p>In final stage - Performance system to be communicated</p>	<p>Improved performance management mechanism for Directors/Heads of offices, with the implementation of specific objectives as defined for 2018-2019 assessment period</p>
 <p>Principles to define vision on UNESCO field presence (see next slides)</p>	 <p>In final stage - Principles to be validated</p>	<p>Definition of principles for UNESCO field presence</p> <ul style="list-style-type: none"> • Roles of the different parts that comprise UNESCO footprint (HQ, Field Office Network) • 4 overall principles and 2 supportive principles defined • Principles defined for Regional, Country and Liaison & Partnerships Offices
 <p>Criteria to support UNESCO field presence</p>	 <p>In progress - Criteria being developed and specified</p>	<p>Launch of the definition of criteria for establishment and maintenance of Regional, Country and Liaison & Partnership Offices</p>
 <p>Responsibilities and accountabilities for the field network</p>	 <p>In progress</p>	<p>Finalized responsibility & accountability matrix for Africa Field Offices. Currently being reviewed by Working Group 1 (cross-group topic). Work in progress for other regions</p>
 <p>UNESCO country strategies</p>	 <p>In progress - Update of Country Strategies</p>	<p>On-going update of Country Strategies (review of the guidelines of UCS in the light of the UN Reform, alignment of programme priorities of the field offices with UNDAFs) ; internal alignment with BSP²</p>

 Progress level of each topic

1. Issue responsibility and accountability matrix for Africa and clarify reporting lines between national and cluster offices/regional bureaux in other regions
2. Bureau of Strategic Planning

Zoom on Principles for UNESCO overall field presence

Overall principles



A better response to the needs and demands of MS at global, regional and country levels within the context of sustainable development frameworks such as the 2030 Agenda and beyond



UNESCO's continued relevance and effectiveness within the UNDS



Maintain UNESCO's global mandate in setting international standards and norms in its areas of competencies and ensure their operationalization at the regional and country level.



One UNESCO implementing a coherent programme



Structure of HQ and sound HR and administrative policies that allow pertinent guidance, support to field network

Supportive principles



Effective Subsidiarity



Flexibility and pragmatism

Zoom on Principles for UNESCO Regional, Country and Liaison & Partnership Offices

Principles for Regional Offices



Maintain regional-level presence for UNESCO to lead the implementation of regional programmes (strategies) and provide backstopping to programme implementation at country level as well as guide discussions on global and regional topics



Harmonization with the UN presence regionally



Potential to access partners, networks and extra-budgetary resources at the regional level

Principles for Country Offices



Response to clear national demand, needs and situation (developmental, and post-conflict, crisis situation, SIDS, LDCs, countries with self-benefiting opportunities among other priority countries)



Level of extra-budgetary funds that are available or that can be mobilized

Principles for Liaison & Partnership Offices



Enhanced coordination and cooperation within the United Nations Development System, the EU, the AU or with any other governments or relevant international institutions;



Build and maintain partnerships as a means of advocating and promoting UNESCO programmes as well as of mobilizing resources in support of UNESCO goals and priorities



Increase outreach and advocacy on relevant areas of UNESCO's strategic programme

Working Group on Operational Efficiency

Ambition - Strengthen UNESCO operational efficiency to make the Organization more efficient, fluid and agile



Mandate



Optimization of the **processes** and **support functions of the organization**, especially human resources and finance

UNESCO's:


- Overall **operational capacity enhanced**
- Its **administrative structure assessed** and further **streamlined** where possible
- **HR processes streamlined** and **implemented** to ensure better: workforce planning; recruitment and selection; classification; learning and development; mobility; performance management; and grievance procedures
- **Business processes** in other areas **revised, simplified** and **where possible automated**
- Implementation of oversight **recommendations accelerated**
- **Accountability, ethics** and **risk management** cultures enhanced
- **Delegation of authority** and **accountability** framework **revised**
- **Change management process enhanced**



Expected results



Progress update - Topics covered by the group (1 / 2)

Topics	Progress update	Details of progress update
 <p>Mobility <i>(Cf. zoom page 17 & 18)</i></p>	 <p>Finalized - Communication on Mobility initiated</p>	<ul style="list-style-type: none"> • New Mobility policy for all staff • Design of the functional mobility for G staff in HQ • Pilot mobility scheme for Directors/Heads of Field Offices implemented
 <p>Delegation of Authority Framework for Human Resources Management</p>	 <p>In final stage - On-going consultation with Staff Associations</p>	<ul style="list-style-type: none"> • New DoA for HRM only • Alignment of Recruitment policy and Staff rules with new DoA • Consultation with staff associations underway
 <p>Travel Policy</p>	 <p>In final stage - To be approved by DG</p>	<ul style="list-style-type: none"> • Definition of a new travel policy for all staff
 <p>Extra-budgetary process</p>	 <p>In progress</p>	<ul style="list-style-type: none"> • Diagnostic on current extrabudgetary process • Draft of a new process
 <p>Publication process</p>	 <p>In progress - Recom. to be finalized and prioritized</p>	<ul style="list-style-type: none"> • Diagnostic on current UNESCO Publications process (ex. strengths & weaknesses across the process) and preliminary recommendations incl. benchmarks of best practices on Communication on Publications

 Progress level of each topic

Progress update - Topics covered by the group (2/2)

Topics	Progress update	Details of progress update
 <p>Performance management</p>	 <p>In progress - Review of current system</p>	<ul style="list-style-type: none"> • Lessons learned on current policy, process and tool underway • Survey of managers and staff completed • Inter-sectoral Working Group commenced
 <p>Recruitment policy</p>	 <p>In progress - Consultations with staff associations</p>	<ul style="list-style-type: none"> • Updated recruitment policy for all staff prepared • Survey of Appointment Review Board (ARB) members underway • Consultation with staff associations underway • Outreach strategy developed for equitable geographical representation and gender parity; strengthened collaboration with Member States
 <p>Learning and Development</p>	 <p>In progress - Action plan prepared</p>	<ul style="list-style-type: none"> • Learning & Development Action Plan for all staff and to cover 4 pillars : Core skills, leadership and management, sector-savy program and competency framework • Major follow-up action from 2018 Global Staff Survey
 <p>Internal Justice System</p>	 <p>In progress - Draft policies under consultation</p>	<ul style="list-style-type: none"> • New policies on appeals procedure, disciplinary procedure, anti-harassment • Consultation with staff associations underway • New performance rebuttal policy to be developed in conjunction with new performance management system
 <p>HQ sites Management (Greening)</p>	 <p>In design stage - Design stage to be finalized</p>	<ul style="list-style-type: none"> • Diagnostic on issues and challenges

 Progress level of each topic

Zoom on Mobility policy: innovative value proposition brought by the new policy

4 main innovations of the new Mobility Policy

- 1 Geographical mobility as a compulsory requirement for P4 promotion
- 2 Wider scope of mobilities : promote HQ-Field mobility
- 3 Functional mobility for all staff across functions
- 4 Managed Programme for consistency & transparency

New mobility policy expected to bring strong impact across UNESCO organization



Strengthen and enrich staff career development: Experience, skills and knowledge diversification; true international career; enhanced career prospects

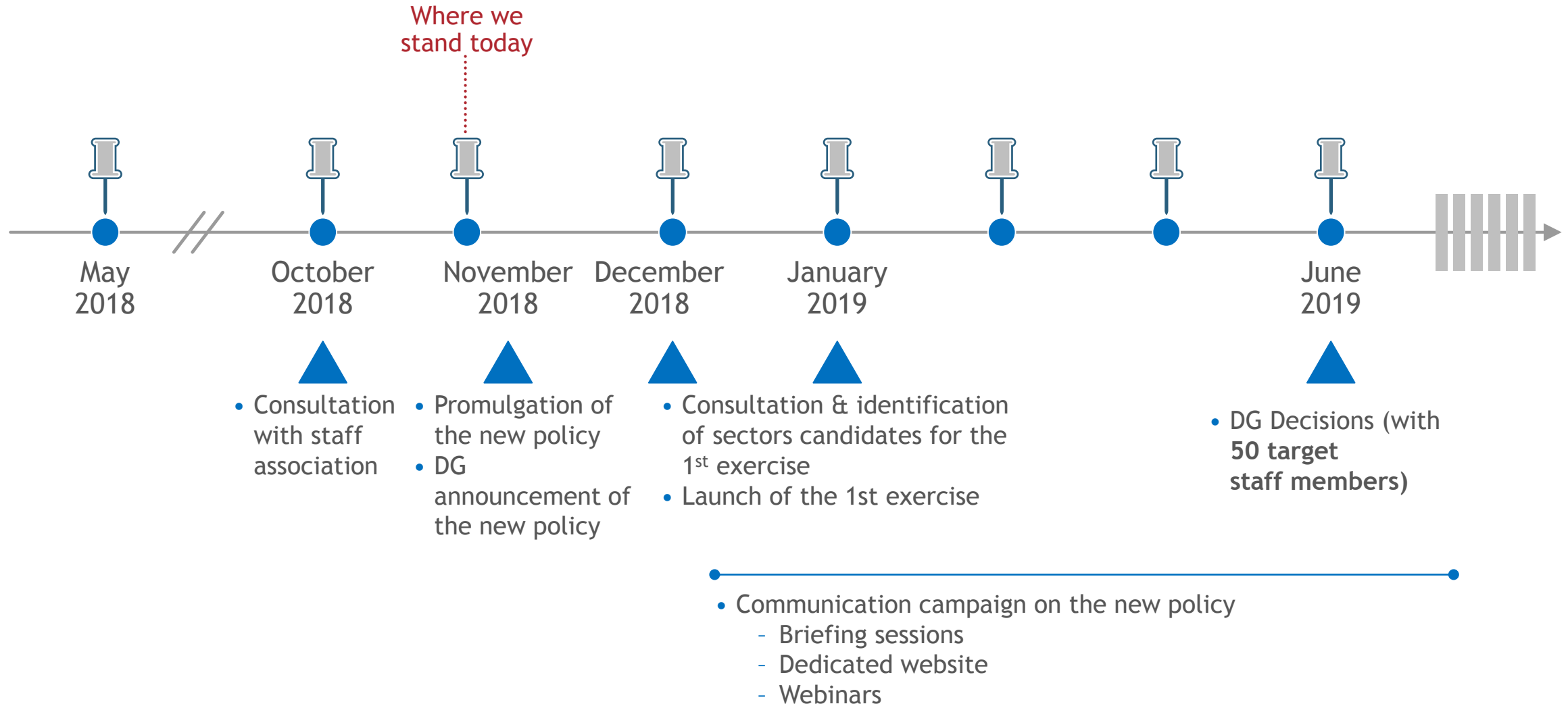


Improve programme/projects quality: enhanced competencies; stronger understanding of programme/project implementation at country-level & through collaboration with other UN organizations



Fulfill organization standards: versatile and flexible workforce; high staff motivation and engagement; talent to meet 2030 agenda demands

Zoom on Mobility policy: the new policy is expected to be communicated to all staff and rolled-out in the coming year with 50 target staff members



Working Group on Communication

Ambition - Effective communications to enhance UNESCO's image and values, support resource mobilization and increase programmatic impact



Mandate



Improvement of both internal and external communication across all channels













Expected results









- Use of UNESCO's brand capitalized and international influence enhanced by strengthening its image
- UNESCO's communication strategy revised and adequately implemented
- Structure of the communication team(s) reviewed
- Communication of UNESCO's work (particularly in the field) strengthened
- Use of UNESCO's network and communication channels optimized


Progress update - Topics covered by the group (1 / 2)

Topics	Progress update	Details of progress update
 <p>Social Media Policy and toolkit</p>	 <p>In final stage - Draft to be validated</p>	<ul style="list-style-type: none"> • Social media policy draft written • Benchmark on Social media strategy • Update on social media toolkit on going
 <p>Commemoration of international days</p>	 <p>In progress - Draft to be validated</p>	<ul style="list-style-type: none"> • Implementation of a new webpage template for all International Days • Harmonization of all commemorations webpages in 2018 • Draft guidelines on the commemoration of International Days • Selection of key International Days in each sector
 <p>Web template for Field Offices</p>	 <p>In final stage - Template to be implemented</p>	<ul style="list-style-type: none"> • Template for Field offices to be finalized
 <p>Trademark strategy</p>	 <p>In progress- Ongoing consultation with Legal Affairs</p>	<ul style="list-style-type: none"> • Presentation of roadmap of trademark validation by World Heritage Center • Validation of trademark for World heritage in pre-defined countries ongoing
 <p>External Communication strategy</p>	 <p>In progress - Work in progress by WPP</p>	<ul style="list-style-type: none"> • Internal interviews with key stakeholders • Workshop on UNESCO narrative • Assessment of communication

 Progress level of each topic

Progress update - Topics covered by the group (2/2)

Topics	Progress update	Details of progress update
	<p>Web presence</p>	<p> In design stage - Work in progress</p> <ul style="list-style-type: none"> • Reflection on Partnership section and collaboration with Working Group 3
	<p>Internal Communication strategy</p>	<p> In design stage - Assessment to be finalized</p> <ul style="list-style-type: none"> • Workshop on internal communication pain points
	<p>Communication on partnerships</p>	<p> In design stage - Partnership typology in progress</p> <ul style="list-style-type: none"> • Work in progress - collaboration with Working Group 3

 Progress level of each topic

Working Group on Strategic Partnerships

Ambition - Develop financial and non-financial partnerships to strengthen UNESCO's positioning and relevance for positive impact towards Agenda 2030



Mandate



Develop a **strategy for partnerships** and **resource mobilization** with **private and public actors** and an **implementation plan** including clear responsibilities; facilitating collaboration across Sectors, Sections and HQ and Field; a proactive approach towards donors and partners; close follow up of potential donations (pipeline management); promotion of UNESCO's programme



Expected results



- **Resource mobilization** managed in a more **effective** and **integrated** manner
- **Structure of the resource mobilization team(s)** **reviewed**
- **Quality and number of partners optimized**
- **Partnership models**, in particular for private sector partnerships, **reviewed** and **enhanced**
- **Level of resource mobilization increased**, particularly in the Field offices

Progress update - topics covered by the group (1/2)

Topics

Progress update

Details of progress update



Mapping of current UNESCO partners

 Finalized

- Consolidation of single database for UNESCO donors (donors, signed agreements and in-kind contributions, as of 2017) to be integrated into CRM



Mapping of global foundations

 In final stage

- Identification of **87** partner foundations incl. 60 potential new partners
- Proposition of recommendations for private sector resource mobilization strategy to be integrated into CRM



Typology of partnerships

 In progress

- Draft white paper for review











Partnership organization and processes

 In final stage

- Diagnostic on current UNESCO partnership and resource mobilization process (ex. strengths & weaknesses across the process) and preliminary recommendations incl. benchmarks of best practices on partnership and resource mobilization

 Progress level of each topic

Progress update - topics covered by the group since the launch (2/2)

Topics	Progress update	Details of progress update
 <p>Resource mobilization strategy</p>	 In progress	<ul style="list-style-type: none"> Benchmark of resource mobilization strategy among comparable organizations to identify potential opportunities for UNESCO
 <p>Implementation of CRM</p>	 In progress	<ul style="list-style-type: none"> Definition of new working methods and finalization of Constituency Relationship Management (CRM) information system allowing all collaborators to share information on exchanges with donors and partners and follow all partnerships status
 <p>Training on UN reform</p>	 In initial phase	<ul style="list-style-type: none"> With BSP, roll out plan for 2019
 <p>Crypto-currency and crowdfunding opportunities</p>	 In initial phase	<ul style="list-style-type: none"> Analysis ongoing with interviews of comparable organizations/ Pilot project on crowdfunding for the second UNESCO Engineering Report (ER II) and blockchain for certificates (ED, SC) with KMI

 Progress level of each topic

NEXT STEPS

- Crowdfunding for the second UNESCO Engineering Report and blockchain technology for certificates
- UNESCO's internal Network on Youth
- Survey with Young Talent at UNESCO
- Youth Chapter of the Goodwill Ambassador Programme
- CRM for resource mobilization
- Principles and criteria for partnership management

EXB 206

- Preliminary recommendations for updating UNESCO's *Comprehensive Partnership Strategy* (192 EX/5 INF.) and *Resource Mobilization Strategy* submitted to the Executive Board at its **206th session (spring 2019)**
- Coordination with responsible units for Board documents on Category II Centres and IBE



Any questions on the Strategic Transformation?

Appendix

Strategic Transformation successfully launched, with key achievements to date



June 2018

November 2018

Transformation progress

- Governance implemented (Steering Co. & Support unit)
- 4 Working Groups launched
- Working Groups scope and ways of working structured
- Comprehensive diagnosis of UNESCO current status
- List of wave 1 measures to be implemented as part of the transformation
- Internal communication plan elaboration
- ADG ADM & Mgmt's recruitment
- High Level Reflection Panel selection process launched
- Preliminary list of wave 2 of measures to be implemented

Achievements

- Working Groups Members onboarded (59 volunteered staff + Support Unit)
- Working Groups split into 10+ subgroups
- Analysis of ~450 open internal & external audit recommendations
- List of 24 proposals (immediate actions, long-term measures and pilots) among which 10 have been launched
- 1st newsletter on the transformation sent to staff and Member States (Permanent Delegations and Natcoms) with focus on alignment on UN Reform
- Criteria for panel selection defined
- First list of ~70 candidates proposed
- Major consultation with FO¹ Directors / Heads
- 2 status update presentation to Members States on the transformation²
- Deep-dive analysis on transformation topics (ex. diagnostics & benchmarks)³
- 2nd newsletter on the transformation
- Position taking of ADG/ADM
- ADG/ADM also becoming Working Group 1 co-chair

1. Field Offices 2. Preparatory Group held on September 19th & Executive Board held on October 15th 3. For example: Publication process, HRM topics, Social Media Policy, Organization & process for Partnerships & Resources Mobilization

Zoom on Pillar 2 - 3 key sources of information to define the vision, starting by retrieving the work done in the past



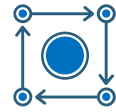
1. Leverage of past reforms and audit recommendations



2. Selection of relevant on-going projects at UNESCO for the transformation



3. New innovative ideas from stakeholders



Organization in sub-groups

Zoom on Pillar 2 -
Working groups have
split their work into
subgroups and/or focus
groups

1

Operational
Efficiency



- HRM
- BSP
- ERI
- KMI
- BFM
- MSS

2

Communication



- Communication Strategy
- Communication on achievements
- Internal Communication
- Organization and processes

3

Partnerships



- Resources mobilization & Partnerships
- Recommendations
- Youth

4

Global Presence



- Principles and criteria of UNESCO's presence worldwide
- Adjustments (short and long term measures) to address and resolve current weaknesses of the field network

Zoom on Pillar 2 - ~30 deep-dive analysis realized as part of UNESCO Strategic Transformation



Working Group 1 Operational Efficiency

Finalized ●

- Mobility

In final stage ●

- Travel Policy
- Delegation of Authority for Framework for Human Resources Management
- Extra-budgetary process

In progress ●

- Publication process (incl. Communication)
- Performance Management
- Recruitment policy
- Learning & Development
- Internal Justice System

In design stage ●

- Workforce planning



Working Group 2 Communication

In final stage ●

- Social Media policy
- Web template for field Offices

In progress ●

- Celebration of International Days
- Trademark strategy
- External communication strategy

In design stage ●

- Internal communication strategy
- Communication on partnerships
- Web presence



Working Group 3 Strategic Partnerships

Finalized ●

- Mapping of UNESCO partners
- Mapping of global foundations

In final stage ●

- CRM Tool
- Partnerships organization and processes

In progress ●

- Training on UN reform
- Resource Mobilization strategy
- Typology of partnerships
- Crypto-currency & crowdfunding



Working Group 4 Global presence

In final stage ●

- Enhance performance management for Directors/Heads of offices
- Principles to define vision on UNESCO field presence

In progress ●

- Criteria to support UNESCO field presence
- Responsibilities and accountabilities for the field network
- UNESCO country strategies



Transversal

- Analysis & consolidation of audits recommendations
- UN Reform
- Inclusion of transformation related topics into the biennium budget planning
- Risk management

Zoom on Pillar 2 - latest and next steps on UNESCO Strategic Transformation



Continuous implementation and tracking of Wave 1 corrective actions



Regular communication on Strategic Transformation progress and achievements

- UNESCO young staff meeting : *November 19th 2018*
- 2nd Newsletter : *November 22nd 2018*
- Townhall : *December 3rd 2018*
- Information Session : *February 2019*
- Preparatory Group session : *Spring 2019*



Communication on the progress of audit recommendations closure during the 206th Executive Board



Presentation of Wave 2 corrective actions during Preparatory Group in Spring 2019 & 206th Executive Board