



United Nations
Educational, Scientific and
Cultural Organization

2030 perspective

STRATEGIC TRANSFORMATION NEWSLETTER
n°5 • SEPTEMBER 2019

A short story of our journey EDITO

Strategic Transformation has reached its one-year milestone. It is a moment to take stock of achievements and have a glance on what is coming up. We have gathered the elements of the process for a visual presentation with achievements and timelines, comprising structural changes, strengthening the means of actions and strategic positioning for the United Nations development Agenda 2030. In this edition, all three important components come together smoothly, complementing each other.

The structural changes presented below were necessary measures taken to create a more flexible administrative structure that is able to act with swiftness and agility.

In the next page, we provide some examples of ongoing activities and results that have been already obtained. Some elements still need intensive work and support before they can be fully completed.

The last page is dedicated to the strategic dialogues between the Member States and Major Programmes. The discussions were

focused on the major trends and challenges, which will have an effect on UNESCO's work in the next decade and have successfully generated positive feedback and insights.

Our transformation cannot succeed without the expertise and counsel of our Member States. That is why the consultative dynamic of the transformation will continue throughout the process as together we draw a roadmap for UNESCO's future.

*Support Unit
for the Strategic Transformation*

1

New structures to boost the efficiency

Objectives

- Reinforce administration and management to make the structure of the Organization efficient and flexible
- Improve the overall flow of decision making by reducing the number of entities directly reporting to the Director-General

Results achieved

- Establishment of new Administration and Management Sector
- Reorganization of 6 entities for better coherence and coordination between support services

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Audrey Azoulay,
204th session of the
Executive Board of UNESCO

“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 [...]”

2

Reaching results and making proposals for strengthening means of action



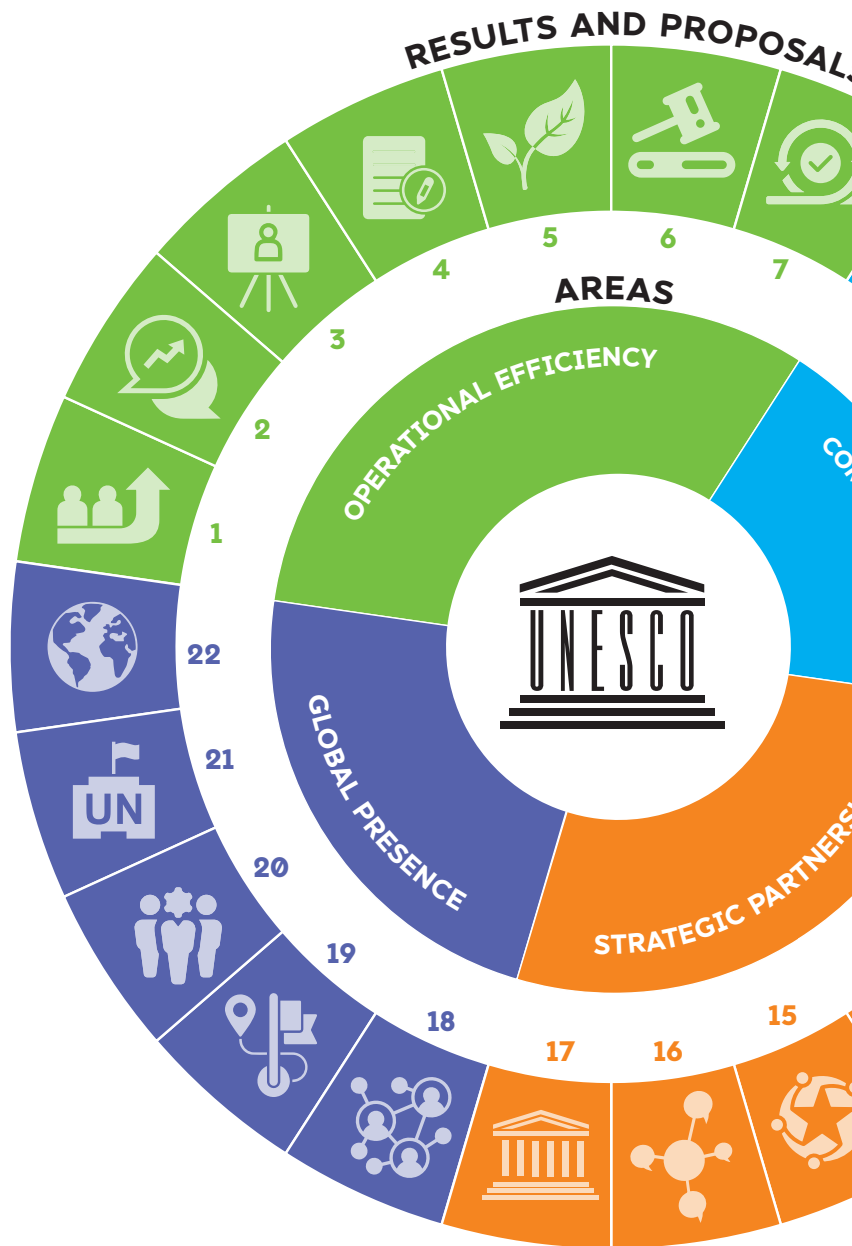
OPERATIONAL EFFICIENCY

1. Mobility policy
2. Performance management
3. Leadership training
4. Delegation of authority policy
5. Environmental management system
6. Internal justice system
7. Transversal and agile methodology



GLOBAL PRESENCE

18. Preliminary criteria & principles for the field network
19. Mapping of field network
20. Leadership training for Directors/ Heads of Field Offices
21. Establishment of the Section for Cooperation with United Nations
22. Integration of Field Support and Coordination Unit in Priority Africa and External Relations Sector



2

Step by step towards the change



ONE YEAR IN FIGURES

70

People involved in the Thematic Working Groups on a regular basis, 20% of whom from Field Offices

10

Assistant Director-Generals/ Directors of Field Offices to manage the 4 Working Groups

4

Employees working for the Support Unit on a full-time basis

47

Directors and Heads of Field Offices present at the consultations on Strategic Transformation

>25

Deep-dive analysis provided on transformation-related topics

80+

Group meetings held

450+

Audit and evaluation recommendations reviewed

10

Areas of intervention

51

Immediate actions, pilots and long-term measures



COMMUNICATION

8. Communication Strategy
9. Social media policy toolkit
10. Revamp UNESCO's web presence in the field
11. Internal Communication Board



STRATEGIC PARTNERSHIPS

12. Comprehensive partnership strategy
13. Decentralized resource mobilization strategy
14. Youth focal point network and YOU-CAN
15. New Partnership Directorate at Bureau of Strategic Planning
16. Regional and thematic partners forums
17. UNESCO guide on resource mobilization

Additional appropriate funding is also required to develop and implement these projects within the Organization. The voluntary contributions required have been estimated at between 6 and 7 million USD.

SEPTEMBER 2019

Education sector pilots Agile methodology

4 new Partners Forums prepared

SEPTEMBER 2019

OCTOBER 2019

Dialogues between Member States and Major Programmes on the interdisciplinarity and transversal work & global Priorities

1st meeting of the High-Level Reflection Group

NOVEMBER 2019

Strategic dialogues

- • • • • ➔ Series of Dialogues with Member States on UNESCO's future Strategy (July 2019)
- ➔ Dialogues with Member States on transversal and interdisciplinary themes & global Priorities (October 2019)
- ➔ Dialogues with National Commissions for UNESCO (November 2019)

High Level Reflection Group

- ➔ A group of 12 eminent and independent personalities with professional experience in the fields of UNESCO's mandate or in the multilateral system and international cooperation have been selected
- ➔ Introductory meetings for the High Level Reflection Group are set for November 2019

Highlights of Strategic Dialogues between Member States and Major Programmes (July 2019)

