



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للترربية والعلم والثقافة

联合国教育、
科学及文化组织

The Director-General

H.E. Mr. Per Egil Selvaag
Ambassador Extraordinary and
Plenipotentiary, Permanent Delegate of
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Ms. Grethe Sofie Bratlie
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2 JUL. 2019

Dear Excellency,
Dear Ms. Grethe Sofie Bratlie,
Dear Ms. Susanne Steensen,

I wish to express my sincere gratitude to you, to the MOPAN Member States and to the MOPAN Secretariat for conducting the 2017-18 assessment of UNESCO.

As I had the occasion to tell you during your initial visit, the entire Secretariat has appreciated the professionalism of the MOPAN secretariat and its spirit of constructive engagement. We have been equally impressed with Norway's leadership of the process in its capacity as institutional country lead, throughout the assessment process. I am particularly thankful to Norway for the successful organization of the presentation to UNESCO's Permanent Delegations. The findings and recommendations of the MOPAN have sparked an immense interest among UNESCO's key stakeholders and partners.

Indeed, this first MOPAN assessment of UNESCO was very well received and commented on by our Member States, especially during the April session of the Executive Board as well as in other fora. Member States have generally acknowledged that the MOPAN assessment converges with the objectives of UNESCO's Strategic Transformation, and that together they form a good baseline against which to assess progress.

The MOPAN assessment will also be instrumental for advocacy purposes both in-house and externally, as it demonstrates in clear and simple terms the Organization's relevance and capabilities. It is also valuable for outreach and fundraising among UNESCO's constituencies and external partners, insofar as it demonstrates our institutional efficiency and the value for money of our actions.

The positive findings are naturally gratifying to us. UNESCO welcomes the recognition that the Organization is fit for purpose and meets the requirements of an effective multilateral organization. UNESCO is pleased to see that the

MOPAN assessment is overall very positive, with an overall rating of “Highly satisfactory” or “satisfactory” for the vast majority of indicators.

Equally important is the MOPAN’s recognition of UNESCO’s central role to the SDGs, its unique expertise, its ability to work in a cross-cutting manner, and its convening power for experts, practitioners, citizens and governments to develop solutions to the global problems embedded in the SDGs. Similarly, we entirely agree with the MOPAN’s strong acknowledgement that the Organisation combines its normative and programmatic roles in a mutually reinforcing manner. Member States and staff alike have received with great satisfaction the MOPAN’s acknowledgement of UNESCO staff’s professionalism, expertise and commitment.

We are also particularly satisfied with the positive findings related to UNESCO’s resilience in front of financial challenges. This contributes to the renewal of confidence and trust in the influence and effectiveness of UNESCO’s pertinence at both the normative and programmatic levels.

It is just as important to identify the areas for improvement which converge with the diagnosis made in the context of the Strategic Transformation, as mentioned in the assessment report. I wish to confirm that UNESCO is, and will be addressing these issues through various processes and initiatives, most of which are ongoing and part of the Strategic Transformation process, and that the Secretariat will work to respond to these issues in full consultation with its Member States, and in particular the members of the Executive Board.

Indeed, I am happy to report that we have already started to address MOPAN’s concerns systematically. Allow me to highlight some of the key steps already taken; the attached Annex presents the comprehensive list of measures:

- In the area of **prioritisation** (MOPAN’s Area of improvement 1), several processes of programme review and consultation with the Member States are underway or will soon begin, in the context of the preparation of the future Medium-Term Strategy (2021-2029) and Programme and Budget (2022-2025), to be adopted by Member States in 2021. This Phase 3 of the Strategic Transformation will include major programme reviews and related discussions with the Member States, focusing on UNESCO’s comparative advantages in light of Agenda 2030, the UN reform, and major trends and challenges in its domains.
- The necessity to **modernise corporate systems** (MOPAN’s Area of improvement 2) is better understood, thanks to the MOPAN report, which clearly demonstrated that these services were underfunded during these past few years. This will require long-term attention, and support from the Member States. Through the abolition of an ADG post in another area, a new Sector for Administration and Management, headed by an ADG, was created to rationalize and modernize UNESCO’s corporate infrastructure. A number of initiatives are already underway to strengthen human resource management and staff mobility systems. Risk Management is being reinvigorated to develop a more mature risk management system. Key initiatives are underway to enhance resource mobilisation and partnerships across the Organization, ranging from the simplification of processes to improved reporting, with appropriate guidance material being optimized to empower staff and ensure reliable information for

Member States and partners. The approach to IT tools is being strengthened and adjusted to ensure enhanced programme delivery. I have also taken several measures to eliminate structural fragmentation, improve efficiency and effectiveness and to achieve a better integration and coordination of programme-related and support services. A dedicated working group of the Strategic Transformation is spearheading these changes and will provide recommendations on these subjects to the Executive Board at its fall session.

- The rationalization of UNESCO's **global field network** (MOPAN's Area of improvement 3) is the subject of intensive discussions, with a recognition of the challenges of a dual field structure and steps taken toward a coherent accountability framework. Within the Strategic Transformation process, a dedicated working group was established to address the optimization of the field network, taking into account its relevance to the needs of Member States and the context of the United Nations Development System reform. An overall strategy for field presence will be developed by the Secretariat, in consultation with Member States, and with due regard to UN reform developments.
- **Addressing poor performance and addressing inefficiency, and refining the treatment of results and tracking impact** (MOPAN's Areas of improvement 4 and 5) are key objectives for UNESCO's Strategic Transformation. Various measures are being considered to address these issues, including the systematic tracking of under-performing programmes, but also the modernization of our IT systems (Core Systems Redesign). These are aimed at facilitating closer integration and management of programme, budget and human resources, and closer management of Field activities. In addition, greater visibility and communication about results will enable the Organization to demonstrate concretely the aggregated impact of its work. This will also allow UNESCO to demonstrate the effectiveness of transversal work in favour of the implementation of Agenda 2030.
- Similarly, UNESCO will work to **improve the quality of decentralised evaluations and evaluating normative work** (MOPAN's Area of improvement 6). UNESCO will assess the importance of UNESCO's normative work, building from the experience acquired with the evaluations of six of UNESCO's Cultural Conventions and of the UNESCO's International Convention against Doping in Sport. As detailed in the Annex, focus will be placed on building upon the steps already taken to strengthen the decentralized evaluation function, including actively supporting the Evaluation Focal Point network with targeted training, methodological guidance and rolling out the suite of eLearning modules on evaluation to broaden evaluation capacities across the organization. The recent policy measures – namely that three percent of programme budgets support evaluation and guidelines that call for the evaluation of all projects funded from voluntary contributions over US\$ 1.5 million – are important enabling factors.
- Last but certainly not least, we are giving priority attention to **communicating externally** (MOPAN's Area of improvement 7): UNESCO has recently conducted an in-depth organizational review of its communication function, highlighted the necessity for priority investment

in this area, and we recognize that stronger efforts are also needed in the area of brand management. A new communication, advocacy and engagement strategy will be presented to the 207th session of the Executive Board as a component of the Strategic Transformation process. This will require the pursuit of dedicated investments in this vital function.

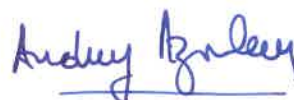
As evidenced in our own review of the MOPAN, we are comforted that its conclusions are closely aligned with and complements those established as part of the Strategic Transformation.

Concerning the MOPAN 3.0 assessment methodology, UNESCO fully acknowledges that it resulted in an independent, rigorous, credible, evidence-based, comprehensive assessment of the Organization.

I wish to reiterate my commitment that UNESCO will continue to support the development of this methodology to take fully into account the specificity of specialized agencies of the UN system. I am glad that UNESCO is associated in a fruitful dialogue with the MOPAN in this regard.

The MOPAN report's findings will, I believe, contribute to enhancing the efficiency, effectiveness, and relevance of UNESCO in support of Member States' effective implementation of the 2030 Agenda. I renew my thanks to you for the vital role that you have played in its publication.

Yours sincerely,

A handwritten signature in blue ink, reading "Audrey Azoulay". The signature is fluid and cursive, with a horizontal line underneath the name.

Audrey Azoulay

Area for improvement 1 – Prioritising

UNESCO's Strategic Transformation process is guided by the principles of transparency, inclusiveness, accountability, ethics, innovation, consultations, comprehensiveness and Results-Based Management. It will lead to three main outcomes: modernized leadership and management; enhanced operational efficiency; and focused interdisciplinary programmes towards achieving the 2030 Sustainable Development Goals and Internationally Agreed Development Goals related to UNESCO's mandate.

The first and second outcomes address internal processes and provide the underlying tools required to ensure that UNESCO sustains a prominent place in support of Member States' effective implementation of the 2030 Agenda through the leveraging of its comparative advantage, including through focused interdisciplinary programmes. In this regard, the piloting of transversal teams applying agile methodology and the optimization of UNESCO's rich networks is instrumental to operationalising focused interdisciplinary programmes, including at Headquarters. Similarly, the piloting of five decentralized mobilization officers to support UNESCO's resource mobilization efforts in Africa, Asia and the Pacific, Latin America and the Caribbean and Arab States, should also prove critical.

The update of UNESCO's Comprehensive Partnership Strategy for the remainder of the current Medium-Term strategy places a premium on putting in place a better enabling environment for partnership at UNESCO so that the Organization can optimize its rich network of relationships for the delivery of its programme and increasingly foster multi-stakeholder partnerships. The creation of the new Partnership Division within the Bureau of Strategic Planning (BSP) will facilitate such synergies and interactions. As an input to further strategizing UNESCO's engagement with private partners, a Private Sector Fundraising Plan is currently under elaboration. The practice of organizing decentralized UNESCO Partners' Forums, which are a new form of 'Structured Financing Dialogue' adopted by UNESCO, are being rolled out with UNESCO Field Offices with events planned in Africa and Latin America and the Caribbean before the end of the year.

The Strategic Transformation work has been nurtured throughout the process by Member States. A number of discussions were organized through information sessions and meetings with Member States upon requests of the electoral groups. National Commissions have also been informed at their global and regional meetings, as well as through a dedicated newsletter. These constructive dialogues have also clearly demonstrated that prioritising necessitates innovative consultation modalities with Member States, partners and key stakeholders alike, and beyond those traditionally encompassed in the formal process for the elaboration of the Medium-Term Strategy (C/4) and related Programme and Budget (C/5), beginning in April 2020. To this effect, dialogues with Member States on emerging concepts, interdisciplinary programmes and overall priorities for the future will commence in July 2019 through half-day dialogues between Assistant Director-Generals (ADGs) and Permanent Delegations on UNESCO's areas of competence. In addition, the High-Level Reflection Group will meet shortly until

Spring 2020 to focus on the external environment, major trends and challenges, opportunities and threats that affect UNESCO's work.

The results of these consultations, which will spell out the WHAT (priorities), the WHO (roles/responsibilities) and the HOW (interdisciplinary themes), will feed into a comprehensive programme review that will support the elaboration of UNESCO's Medium-Term Strategy (41 C/4) and related Programme and Budget (41 C/5).

Area of improvement 2 - Modernising corporate systems

The reorganization of Headquarters structures, within the Strategic Transformation process, was further pursued in May 2019 with the reorganisation of BSP and adjustments to the Sectors for Priority Africa and External Relations (PAX) and for Administration and Management (ADM), created both in 2018. Without being an end in itself, BSP's reorganization is to contribute significantly to increasing the efficiency of UNESCO's action and better position the Organization to address the challenges and opportunities of the 2030 Agenda and in delivering UNESCO's Programme and Budget (C/5). ADM was created to improve efficiency and effectiveness of UNESCO support services, eliminating structural fragmentation to achieve better integration and coordination of all support services, including promoting greater synergies by encouraging entities of a similar nature to work together more closely. Furthermore, this reorganization will enable ADM to strengthen the collaboration with the Field network, whilst also introducing sustainable and environmental friendly practices throughout its activities. In addition, ADM and BSP were reorganized to enhance in particular Risk Management and streamlining the negotiation, management and reporting process on resource mobilization.

With regards to Risk Management, UNESCO acknowledges the published shortcomings in the MOPAN report. Since collection of the evidence, considerable work has been done to revitalize Enterprise Risk Management (ERM). The approach has largely had a bottom-up focus, which has ensured that staff across UNESCO are now familiar with UNESCO's policy and have acquired the practical skills required to identify and manage opportunities and risks. Continued and significant activities are foreseen towards a more mature opportunities and risk management system.

Regarding the resource mobilization, BSP has prepared in parallel detailed proposals for the streamlining, simplification and enhancement of the various steps that are involved in securing new voluntary contributions covering project design, budget review, funding agreement review and arrangements for securing the endorsement of the partner/beneficiary country. To support reporting on the integrated budget framework and provide greater granularity on reporting on voluntary contributions, BSP and the Bureaus for Knowledge Management Information (KMI) and Financial Management (BFM) are working on a preliminary change request that will come into effect following the implementation of the Core Systems Redesign of the IT systems. This change request will enable UNESCO to track the

cumulative amount of funding agreements signed by donor across all funding modalities and contribute to periodic reporting on the status of the funding gap (through SISTER and a dedicated SAP module).

The voluntary contributions workspace continues to be enhanced as a knowledge hub on donor relations and resource mobilization with donor intelligence, guidelines and templates. BSP is currently finalizing the first UNESCO Resource Mobilization Guidebook, designed to equip every UNESCO staff member with all the guidance and tools required to optimize their role in the resource mobilization process. The Guidebook will shortly be available online and will closely articulate with wider knowledge resources on the voluntary contributions workspace. In parallel, taking into account the definition of key targeted audiences and constituencies identified through the update of the Comprehensive Partnership Strategy, BSP and the Division of Public Information (DPI) are working to bring up to date the partnership pages of the UNESCO web site. BSP is also working with DPI and KMI on the articulation of the partnership web site with the Transparency Portal. Finally, together with KMI, BSP is working on readying the new Constituency Relationship Management Tool, which will be rolled out to all staff towards the end of the year.

These reorganizations have led also to the grouping of procurement and contracting functions. As a result, processes are currently being reviewed and streamlined. Furthermore, actions towards the enhancement of resource management and staff mobility systems are being undertaken (see Micro-Indicator table below).

In support of the above initiatives, the IT tools are being adjusted/reviewed to ensure enhanced programme delivery. In this regard, as a follow up to the 2019 Spring session of UNESCO's Executive Board, *"(...) a concrete plan together with a calendar to remedy the deficiencies identified in order to ensure greater administrative effectiveness, in particular by addressing shortfalls in corporate management systems, with a view to enhance programme delivery in the 40 C/5"* will be presented at its 207th session. The Knowledge Management and ICT Strategy 2018-2020 will enable IT tools to be in line with the strategic directions of the organization. This basically means that IT services will (a) Enable programme delivery, (b) Ensure resilient global ICT infrastructure services, (c) Promote new ways of working, (d) Mainstream Knowledge Management and (e) Prepare UNESCO for the future. Systems managing human resources are ongoing. Continuous improvements will be brought in line with the ongoing redesign of core systems. It remains a challenge to ensure adequate funding levels and staff expertise to ensure change management, rollout and maintenance of these systems.

Micro-Indicator (MI)	Comments and/or outline of next steps
Performance Area: Operational Management	
MI 3.1: Organisational structures and staffing ensure that human and financial resources are continuously aligned and adjusted to key function	<p>HRM aims to become a strategic partner working with Sectors and Divisions in a workforce planning cycle, which will eventually support the alignment of decisions concerning staffing, structure and finance. The pilot project, which forms part of the Strategic Transformation process, is being undertaken with one Sector scheduled to be finalized by December 2019 with a planned rollout to the rest of the Organization in 2020. Another Strategic Transformation priority, which is firmly anchored in the Organization's HR Strategy, is staff mobility, both geographical and functional. The new Policy was issued in December 2018 and we are well advanced in the implementation phase of the first geographical mobility exercise. Mobility decisions are foreseen early July 2019. An evaluation of results and lessons learned will be undertaken prior to launching the next annual exercise.</p>
MI 3.4: HR systems and policies performance based and geared to the achievement of results	<p>The UNESCO performance policy is currently undergoing revision and the new measures introduced hold staff and managers more accountable for performance management overall. The introduction of an annual performance appraisal cycle will enable a sharper focus on results. Performance management is an important component of the HR Strategy for 2017-2022 and is key to the Strategic Transformation process. Statutory consultations on the policy changes are currently ongoing with the stakeholders concerned. The new policy should come into effect as of January 2020.</p>
Performance Area: Relationship Management	
MI 5.4: Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks	<p>- <u>Risk, resilience and continuity policies</u>: UNESCO revised its Risk management policy in 2018-2019. It will be validated, published, integrated, and embedded in the management and administrative tools and policies. Policies are also in preparation for senior management approval on Organisational Resilience and Business Continuity Planning, aligned to standards set by sister UN organisations.</p> <p>- <u>Risk appetite</u>: a draft UNESCO Statement of Appetite for Opportunities and Risks is in progress by the Risk Management Committee (RMC).</p> <p>- <u>Governance and oversight</u>:</p> <ul style="list-style-type: none"> • The ERM operational structure will be under direct responsibility of ADM, where a newly created structure, with permanent staff, will enable the continuity of the Risk Management Policy. • The Framework and composition of the RMC will be revisited to ensure active participation and engagement of all stakeholders whilst reinforcing

Micro-Indicator (MI)	Comments and/or outline of next steps
	<p>the escalation and reporting to the hierarchy of the organization.</p> <ul style="list-style-type: none"> - <u>Embedding risks at the strategic level:</u> <ul style="list-style-type: none"> • Risk management is considered as a crosscutting component of the Strategic Transformation process. • Actions are being undertaken to mainstream and embed risk management at all layers of the organisation; specifically, in planning, project management and enterprise integrated performance management. • Risk Management guidelines and assessment tables were embedded in the extrabudgetary (voluntary contribution) project document and narrative reports and RBM guiding principles. - <u>Risk management reporting:</u> Regular meetings are organized by RMC to discuss risks and challenges associated to developing the ERM framework. In addition, regular progress reports are published and discussed with the Executive Board. - <u>ERM Training & Communication:</u> <ul style="list-style-type: none"> • A dedicated ERM training plan was rolled out since June 2018 (more than 145 staff trained). Initiatives for training of staff, permanent and temporary, at Headquarters and in the field will be continued. • A communication plan is in place to create risk awareness and promote risk policy. - <u>Corporate and operational risks:</u> <ul style="list-style-type: none"> • The identified top ten risks are under periodic review by the ADGs, and the Oversight Advisory Committee (OAC), that also reports to the Director-General. • About 390 operational risks are identified. Risk registers are being completed with inclusion of mitigation plans. • Risk owner and risk focal point functions are identified. Their role is to closely monitor the progress of the risk registers and ensure appropriate follow up.
MI 5.7: Institutional procedures (including systems for engaging staff, procuring project inputs,	<ul style="list-style-type: none"> - After an internal reorganization between ADM and BSP, the governance and review of projects financed by voluntary contributions will be centralized in a new Grants Management Unit in BSP, with the objective to coordinate clearance and administration of voluntary contributions in one unit. These tasks were previously split between BFM and the Bureau for Strategic Planning. - Regional resourcing for procurement was provided in the 2018-2021 Programme and Budget (39 C/5) and proposed in the 2020-2021 Draft Programme and Budget (40 C/5). However, it may not be implementable if the

Micro-Indicator (MI)	Comments and/or outline of next steps
disbursing payment, logistical arrangements etc.) positively support speed of implementation	<p>US\$2M - \$6M deficit in the field budget is not addressed. Alternative funding proposals (project based) are being initiated and will need to be carried through. The grouping of procurement and contracting functions under the newly created structure the Division for Operations in ADM will enable the Organization to structure resources to maintain and strengthen field support for procurement.</p> <p>- The Human Resources talent management system is being replaced, starting with the recruitment module, by December 2019. One of the features of the new system will allow for enhanced monitoring of the recruitment process, in particular appointments to positions financed from voluntary contributions, including Project Appointments, which are delegated to the Sectors concerned. Other modules such as Performance and Learning will be integrated into one single system as from 2021, subject to availability of funds.</p>
Performance Area: Results	
MI 11.1: Interventions assessed as resource/cost efficient	<p>Built in mechanisms, at the project implementation stage, and particularly in relation to contracting out services where value for money elements of assessing implementing partners/contracts for good and services, have been strengthened. For example, the implementation of a revised Implementation Partnership Agreement (IPA) and evolving contractual policies and procedures. The internal reorganization of ADM with regard to procurement and contracting operations includes the review of processes, tools, guidance and administrative manual towards alignment with the UN Development System repositioning. In that regard, the framework of the delegation of authority is also being revised to ensure the clarification and streamlining of existing and new roles and responsibilities.</p> <p>The Organization fully recognizes the need to invest in renewed HR policies for effective talent management in UNESCO. This will allow for the introduction in HR workflows of workforce planning, roster management and career path analysis. The currently used recruitment module will be replaced by December 2019. Phase II, which involves the integration of performance and learning into one, single IT system is scheduled for 2021, subject to availability of funds.</p>
MI 11.2: Implementation and results assessed as having been achieved on time	<p>The HR talent management system is being replaced, starting with the recruitment module, by December 2019. This will contribute to increased efficiency and effectiveness in the recruitment process including reduced delays.</p>

Micro-Indicator (MI)	Comments and/or outline of next steps
(given the context, in the case of humanitarian programming)	

Area of improvement 3 - Rationalising the global field network

It is recognized that the existing dual field structure (Africa network vis-à-vis other regions) represents challenges for harmonized implementation of UNESCO's strategies and programmes as well as coherent accountability framework. Within the Strategic Transformation process, a dedicated working group was established to address the optimization of the field network, taking into account its relevance to the needs of Member States and the context of the United Nations Development System reform.

The Executive Board at its 2019 Spring session specifically requested that an overall strategy for field presence be developed by the Secretariat, in consultation with Member States, and submitted to its Spring session in April 2020. Consequently, the elaboration of the strategy will be undertaken in the context of the strategic transformation, with due regard to the UN reform developments.

Harmonization of the accountability and reporting lines among Field Offices and between field and Headquarters will be undertaken to ensure effective collaboration. The restructuring of PAX, including integration of the strategic support to the Field Offices, is intended to enhance interaction with Member States and respond to their needs. Similarly, additional adjustments have been made to better respond to the challenges of the UN reform and to rationalize the overall coordination and relations with the UN system, through the creation of a new Section dedicated to the cooperation with the UN. This Section brings together in a single entity, all related functions that were previously split between BSP and the former Sector for External Relations, to serve as the single entry point for the coordination of relations between UNESCO and the Organizations of the United Nations system, including in the context of United Nations reform, as well as relations with other intergovernmental organizations that have close ties with UNESCO's programmes.

Field Offices and Member States have been engaged in the development of an overall strategy for field presence and consulted through regular information meetings, organized through various platforms (skype meetings, information meetings, written consultations). On the basis of these consultations, a

consolidated document detailing revised criteria and principles for a field network, and proposing a structure, was presented and discussed at the Spring session of the Executive Board this year.

In response to the Executive Board decision (206 EX/Decision 5 II A) requesting the Director-General to elaborate an overall strategy for field presence by the April 2020, further consultations meetings with Member States (including National Commissions) will be organized. A mapping exercise of current field presence will be launched in the coming weeks with a view to developing guidelines and a timeframe for the elaboration of the Strategy. The central question of responsibility and accountability – which will be detailed in this Strategy - is already being tackled in clarifying reporting lines between national and cluster offices/regional bureaux, starting with Africa.

The recent restructuring of PAX aims to support the enhanced collaboration and improve responses to Member States' needs, as well as to improve the coordination of the field network and the overall coordination and relations with the UN system. With a view to reinforce synergies between Headquarters and Field Offices, communication flow and dialogue were also reinforced through the organization of regular thematic regional Skype meetings. The next round of the meetings will focus on the UNDS reform.

Area of improvement 4 - Addressing poor performance and tracking efficiency/MI 8.5: Poorly performing interventions proactively identified, tracked and addressed

Enhancing operational efficiency and effectiveness of the programmes is an aim of UNESCO's Strategic Transformation. In that regard, systematically tracking performance, identifying and addressing poor performing interventions is critical as is disseminating lessons learned to all key constituencies. To this effect, work is underway and foreseen with regards to the systems, tools, processes and mechanisms. While UNESCO's IT systems allow to track substantive and budget performance at the C/5 and project levels, tracking performance information across criteria not limited to efficiency issues needs to be improved. Accordingly, this has been initiated in the definition of requirements within the Core Systems Redesign Framework. These include the integration of a more comprehensive planning and monitoring function as well as the tools to improve the identification and review of low performing interventions.

Furthermore, on the basis of MOPAN findings and RBM good practices, key RBM tools such as the Theory of Change (ToC), Results Framework (RF) and Monitoring and Evaluation (M&E) Framework were further embedded in the RBM guiding principles, RBM eLearning modules as well as in the voluntary contributions project document and narrative reports. The experience and good practices of Sectors/Services and Field Offices in conducting regular programme reviews to identify early signals of programme implementation challenges and associated follow-up action as well as important steps

taken in systemizing monitoring and evaluation in the design and implementation of interventions, will be further reviewed in view of harmonizing and systematizing the processes and mechanisms.

In the same vein, internal and external dissemination practices, including those of the Evaluation Section of UNESCO's Internal Oversight Services (IOS/EVA), will be analysed and where required adapted (Executive Board and the Oversight Advisory Committee; Regular meetings with Sector's Executive Officers to share knowledge and experience and actions taken). The conception of a repository of good practices is also being initiated to ensure the sharing house-wide of knowledge acquired.

Micro-Indicator (MI)	Comments and/or outline of next steps
Performance Area: Performance Management	
MI 8.5: Poorly performing interventions proactively identified, tracked and addressed	<p>The review will build on ongoing processes (e.g. Strategic Transformation, Core Systems Redesign) to ensure overall coherence in its recommendations. In particular, with regards to the integration of a more comprehensive planning and monitoring function to more effectively track performance information and take remedial actions for poor performing interventions. To that effect, the following key aspects will be further reviewed:</p> <ul style="list-style-type: none"> • <u>System and tools</u> to more effectively track performance information across criteria not limited to efficiency issues, also improving identification of low performing interventions (e.g. Feedback mechanisms; Reports; Categories of performance indicators including assessment measures and key activities). • Streamlined and improved <u>processes and mechanisms</u> with clear roles and responsibilities to ensure appropriate decision-making and follow-up action (e.g. Regular programme reviews at the level of each individual C/5 Expected Result, under the chairmanship of the ADG; Questionnaire registering the status of programme and plans for following period; Review meetings with global thematic coordinators). • <u>Dissemination</u> of lessons learned, remedial actions and good practices internally and externally (e.g. IOS/EVA, Risk Management). • Updated <u>methodological guidance</u>, including suite of eLearning modules, in accordance to the above and incorporation of these changes in future briefings, workshops and coaching. <p>Please also refer to MI 8.4, MIs 9.1, 9.2 and 8.7 hereunder.</p>

Area of improvement 5 - Refining the treatment of results and tracking impact

Ensuring focused interdisciplinary programmes is a main outcome of UNESCO's Strategic Transformation. Key initiatives are underway as depicted under 'Area of improvement 1', which should ensure a consistent understanding of results across areas of competences, emphasizing synergies in line with the 2030 Agenda. Furthermore, key RBM tools such as the ToC, RF, M&E Framework and the necessity to involve key stakeholders throughout the management cycle, lie at the core of RBM briefings, workshops (Skype and Face-to-face) and coaching, where UNESCO good practices are showcased.

The systematic and harmonised application of these tools for each project is consistently pushed forward. In that regard, the revised UNESCO project document and report templates will be instrumental. Similarly, the standard practice in all UNESCO corporate evaluations, that the evaluand (i.e. the subject of an evaluation) be depicted by a ToC is critical as is the recommendation put forward to have these developed for all future interventions. By defining the planned impacts of the evaluand, the evaluation can develop a robust methodology for better assessing UNESCO's contributions to impact. Accordingly, UNESCO corporate evaluations also play an important role in describing and clarifying the hierarchy of results and the causal relationships/pathways underlying those results.

To this effect, and building on good practices from Sectors (e.g. robust when not complete alignment between project and C/5 results), the definition of requirements initiated within the Core Systems Redesign Framework, also includes the integration of mechanisms ensuring the articulation of the results hierarchy from the C/5 to the programme and project levels (with in turn associated bottom-up aggregation mechanisms). In that regard and building on the findings of the review of UNDS strategic planning and RBM practices, is being considered the inclusion of a ToC for each of the 41 C/5 outcomes where the impact should be defined as the SDGs (and targets) around which would be structured the 41 C/4. This should ensure the articulation of the results hierarchy from the corporate to the programme/project levels thereby strengthening the tracking of results (through the associated quantitative and qualitative performance indicators and targets), including UNESCO's contributions to impact. With regards to the latter and specifically at the project level, further improvements will be required to better capture it over time beyond the project's timeframe (including by setting aside funds or ensuring the transfer of this role to stakeholders).

Micro-Indicator (MI)	Comments and/or outline of next steps
Performance Area: Relationship Management	
MI 5.6: Intervention designs include detailed and	On the basis of MOPAN findings and RBM good practices, a number of elements such as Human Rights-Based Approach (HRBA), Leave No One Behind (LNOB), Gender Equality (GE), sustainability were further embedded in the RBM guiding principles, as well as in the voluntary contributions project

Micro-Indicator (MI)	Comments and/or outline of next steps
realistic measures to ensure sustainability (as defined in KPI 12)	<p>document (design) and narrative reports.</p> <p>With regards specifically to ‘sustainability’ defining and monitoring strengthened measures should be facilitated by the introduction of a ‘project’ of higher nature (financed through both regular programme and voluntary contributions) within the Core Systems Redesign Framework. Similarly, further emphasis has been placed on the importance of an ‘inception phase’ to proceed with a stronger needs and stakeholder analysis, and ensure their engagement upfront. Ensuring that the project is anchored to National Development Priorities and SDG target(s) should also facilitate this as the increasing use of national voluntary assessments based on internationally endorsed sets of UNESCO indicators (e.g. Media Development indicators, Gender sensitive indicators in media, Internet Universality indicators).</p> <p>Furthermore, all IOS corporate evaluations per standard practice cover the standard evaluation criteria, including sustainability. Moreover, the IOS Synthesis Report on completed evaluations, a report that is produced annually covering all corporate and decentralized evaluations, identifies systemic issues across all evaluation criteria. In this manner, IOS evaluations provide timely information on how sustainability-related issues can be better integrated into programme and project design.</p> <p>Please also refer to MIs 12.1 and 12.2 hereunder.</p>
Performance Area: Performance Management	
MI 8.4: Mandatory demonstration of the evidence base to design new interventions	<p>On the basis of MOPAN findings and RBM good practices, lessons learned were further embedded in the RBM guiding principles, as well as in the voluntary contributions project document (design) and narrative reports, to ensure that lessons learned from regular monitoring and evaluation inform subsequent project design and implementation.</p> <p>However, this needs to be further harmonized and systematized. To that effect, will be further reviewed the experience and good practices of Sectors/Services, in particular with regards to establishing clear feed-back loops at the project level and between setting norms and standards at the global level and their operationalisation at country level. Hereunder, a few examples.</p> <p>The core purpose of all IOS evaluations are to identify what works, what does not work, the factors determining programme/project success or failure, and the lessons learned. One of the main purposes of the IOS Evaluation Insights newsletter is to capture key lessons learned in a brief and concise manner, thus a format that is more easily used by programme managers. One such example where lessons learned are identified is the evaluation of UNESCO’s Programme</p>

Micro-Indicator (MI)	Comments and/or outline of next steps
	<p>Interventions on Girls' and Womens' Education. https://unesdoc.unesco.org/ark:/48223/pf0000259326?posInSet=13&queryId=N-bc332f5a-b5c1-4da4-8d89-91822d532516</p> <p>Examinations of evaluations by the conventions' and intergovernmental programmes governing bodies with management responses prepared by the Secretariat. These inform the identification of new priority areas by Member States, subsequent phases of programmes as well as improve strategic cooperation with donors (Culture Conventions evaluations, Mid-term evaluations of IHP Phase VII and VIII, of the Lima Action plan, Basic Science and engineering, IGGP, SIDS, Sida's PCA evaluation in 2018). These evaluations are also a primary source of inputs to the design of the C/5 programmes and budgets.</p> <p>In certain cases, short deadlines for submitting project proposals may not enable to sufficiently demonstrate the evidence base. The increased emphasis placed on integrating an 'inception phase' should assist in that regard.</p> <p>Please also refer to MI 8.5 above and to MIs 9.1, 9.2 and 8.7 hereunder.</p>
Performance Area: Results	
MI 9.1: Interventions assessed as having achieved their stated development and/or humanitarian objectives and attain expected results	<p>While the evaluative basis for assessing results across the broad spectrum of UNESCO's programme is partial in some respects today, recent developments will lead to improvements in evaluation coverage. The 3% policy whereby Sectors allocate resources in support of evaluation is fully in place for the current 2018-19 programme period. With each successive programme period, the number of evaluations and hence the evaluation coverage will increase. Moreover, the decentralized evaluation function will continue to mature and strengthen, resulting in increases in the number and quality of decentralized evaluations. In time, the evaluation system will thus produce more robust evaluative evidence on results achievement. This appears to be confirmed through recent examples such as the evaluation of the UNESCO SIDS Action</p>
MI 9.2: Interventions assessed as having realised the expected positive benefits for target group members	<p>Plan completed in November 2018.</p> <p>Furthermore, the continuous improvements to the RBM guidance, tools (e.g. ToC, RF with clear outcome and output performance indicators; stakeholder feedback mechanisms; monitoring workshops) and practices as well as the workshops and coaching regarding both the corporate (C/5) and project levels have resulted in an increased quality of planning, monitoring and reporting at both the project and corporate levels. This was acknowledged with regards to specific Sectors in the MOPAN assessment as well as by Member States. Although this requires to be further harmonized across, overall the Programme</p>

Micro-Indicator (MI)	Comments and/or outline of next steps
	<p>Implementation Report (PIR), which focuses on and activities outputs, was recognized “as containing the relevant information and analysis that would serve as a basis for their deliberations and decisions on future courses of action”, while “the Strategic Results Report (SRR), which focuses on outcomes and impacts, was considered “as providing a solid basis and a starting point for their discussions and consultations regarding the priorities of the future C/5”.</p> <p>In that regard, the secondment to the RBM team in Autumn 2019, will facilitate responding to the increased requests for RBM workshops and coaching (stakeholders engagement, ToC, RF, M&E), progressively expanding to all areas/entities.</p> <p>Please also refer to MIs 8.5 and 8.4 above and to MI 8.7 hereunder.</p>
MI 9.4: Interventions assessed as having helped improve gender equality and the empowerment of women	<p>Under the leadership of the Division for Gender Equality, UNESCO will continue strengthening its capacity to promote Gender Equality and Women's Empowerment through all its programs. Gender Equality training and tailor made support for UNESCO staff both at Headquarters and in the field will continue being developed and delivered, despite the limitations imposed by limited human and financial resources. A newly designed Gender Equality eLearning tool will be made available to all UNESCO staff in the coming months, so as to ensure wide accessibility while improving the understanding of key gender-related concepts and frameworks, and increasing the familiarity with specific tools and methodologies to achieve more gender transformative programmes. New Innovative flagship initiatives will be presented to the constituencies and stakeholders of the Organization in order to increase the gender transformative impact of UNESCO in all of its areas of competence.</p> <p>Efforts by Sectors are deployed since the introduction of gender equality considerations in many of the C/5 performance indicators. However, further efforts are required to expand their introduction to all programmes, beyond the production of sex disaggregated data. Global reports constitute important tool to facilitate the process (e.g. WWAP and the Science Report).</p>
MI 10.1: Interventions assessed as having responded to the needs/priorities of target groups	<p>On the basis of MOPAN findings and RBM good practices, a number of elements such as needs and stakeholder analysis (including HRBA, LNOB, GE) with the systematic engagement of key stakeholders upfront were further embedded in the RBM guiding principles, as well as in the extrabudgetary (voluntary contribution) project document (design) and narrative reports. Similarly, to that effect further emphasis has been placed on the importance of an ‘inception phase’ concluded by an ‘inception phase workshop’.</p> <p>While MOPAN finds that the evaluative evidence for assessing interventions’</p>

Micro-Indicator (MI)	Comments and/or outline of next steps
MI 10.2: Interventions assessed as having helped contribute to the realisation of national development goals and objectives	<p>responses to the needs and priority targets groups is mixed, the relevance criterion is systematically covered in all corporate evaluations. The more recent IOS Synthesis Review indicate improvement in the coverage of the relevance criterion. In the 2017 Synthesis review, all 17 corporate and decentralized evaluation reports scored high on the coverage of relevance. The 2018 Synthesis Review identified the following as a cross-cutting finding from the evaluations studied: <i>“UNESCO’s programmes are valued by Member States and regarded as highly relevant and important”</i>. As part of its quality assurance processes, the UNESCO Evaluation Office will ensure that this criterion is given due attention in all Terms of Reference for evaluations.</p> <p>The realisation of positive benefits for target groups is confirmed and evidenced in some evaluations in the field of culture, notably the evaluation of the International Fund for Cultural Diversity of the 2005 Convention, as noted in the MOPAN assessment, and, more recently, in the evaluation of the UNESCO SIDS Action Plan completed in November 2018, which indicated that Member States consulted during the evaluation assessed the culture activities of very high relevance and responding well to the challenges faced by SIDS, notably those that support the identification, protection and management of natural and cultural heritage, being tangible and intangible.</p> <p>With regards specifically, to the contribution of national development goals and objectives, as indicated under MI 5.6 above, anchoring projects to National Development Priorities and SDG target(s) is ensured as is the increased use of national voluntary assessments based on internationally endorsed sets of UNESCO indicators or under development (e.g. CLT Thematic indicators). The increase focus on the organisation of ‘monitoring workshops’ congruent to the ‘inception phase workshop’ should strengthen this as its the further embedment in the extrabudgetary (voluntary contribution) project narrative reports.</p>
MI 12.1: Benefits assessed as continuing or likely to continue after project or program completion or there are	<p>On the basis of MOPAN findings and RBM good practices, sustainability was further embedded in the RBM guiding principles, as well as in the voluntary contributions narrative reports. Mitigation and sustainability process are put in place during the phasing out of a programme/project to ensure that the capacities strengthened and the skills acquired will continue to improve, and more importantly will continue to be transmitted, after completion (e.g. "Empowering Local Radio with ICTs" project, through developing specific tools, such as training toolkit, modules). The phasing-out also includes monitoring and, if needed additional mentoring, once the project/programme is ending, to ensure the proper acquisition and practice of the capacities and knowledge.</p>

Micro-Indicator (MI)	Comments and/or outline of next steps
effective measures to link the humanitarian relief operations to recovery, to resilience and eventually to longer-term development results	<p>Furthermore, greater emphasis is placed on policy-making in implementing the conventions, as upstream policy interventions are seen as the most effective way of ensuring the internalisation of their provisions in governmental legislative and institutional frameworks. New mechanisms of engagement are also proposed with policy and decision-makers, for instance (e.g. biennial culture ministerial Forum) to ensure greater alignment of its work and absorption at the national level.</p> <p>Please also refer to MI 5.6 above.</p>
MI 12.2: Interventions assessed as having built sufficient institutional and/or community capacity for sustainability, or have been absorbed by government	

Area of improvement 6 - Improving the quality of decentralised evaluations and evaluating normative work

Improving the quality of UNESCO's decentralized evaluations remains a key organizational priority. Under the direction of its Evaluation Office, UNESCO will build upon the steps taken over the past few years to strengthen the decentralized evaluation function. The key strategic actions will include, inter alia:

- Strengthen resources for evaluation by continuing to apply the policy of allocating three percent of programme budgets for evaluation
- Improve the quality of evaluators undertaking decentralized evaluations by establishing a roster of evaluation experts
- Strengthen decentralized evaluation design by ensuring the quality of Terms of Reference and the evaluation questions

- Further strengthen the quality of decentralized evaluation final reports by establishing a mandatory quality assessment process for all reports
- Actively support the Evaluation Focal Point network with targeted training and methodological guidance and rolling out the suite of eLearning modules on evaluation to broaden evaluation capacities across the organization

Micro-Indicator (MI)	Comments and/or outline of next steps
Performance Area: Performance Management	
MI 8.7: Uptake of lessons learned and best practices from evaluations	<p>The Report recognizes as a positive that 'robust methods' exist for the dissemination of lessons learned from evaluation, and that lacking is evidence of 'uptake'.</p> <p>With respect to Element 1, the report recognizes the existence of a repository of evaluations. The IOS website and UNESTEAMS intranet portal contain all completed corporate and decentralized evaluations. As for establishing a repository of recommendations, the Evaluation Office will consider options including the merging of evaluation recommendations with an existing database that tracks oversight recommendations. This would help to ensure that information is more widely accessible to all UNESCO staff and in this manner strengthens the knowledge and use of lessons learned.</p> <p>With respect to Element 2, it should be noted that all completed corporate evaluation reports are shared with external stakeholders as a common practice. All external stakeholders who participate in data collection e.g. participated in surveys or interviews, receive the final report. Moreover, the Evaluation Office encourages its network of Evaluation Focal Points to share final evaluation reports and Evaluation Insights newsletters with in-country networks. These measures are aimed at expanding the dissemination of evaluation findings, recommendations and lessons.</p> <p>With respect to Element 4, IOS will work with BSP and Programme Sectors to identify potential practical solutions to establishing a formal tracking system of lessons learned. For example, one potential solution would be to integrate this element into the biannual monitoring and reporting on progress in the implementation of evaluation report recommendations. Another example is the internal knowledge platform (UNESTEAMS) developed in 2018 by the Education Sector which is being populated with relevant information and will soon be released. The dissemination of lessons learned and best practices or evaluation reports among colleagues for their consideration through regular office meetings reported by certain field offices will be built upon to systematise house-wide.</p> <p>Furthermore and as indicated under MI 8.4 above, examinations of evaluations</p>

Micro-Indicator (MI)	Comments and/or outline of next steps
	by the conventions' and intergovernmental programmes governing bodies with management responses prepared by the Secretariat. These inform the identification of new priority areas by Member States, subsequent phases of programmes as well as improve strategic cooperation with donors (Culture Conventions evaluations, Mid-term evaluations of IHP Phase VII and VIII, of the Lima Action plan, Basic Science and engineering, IGGP, SIDS, Sida's PCA evaluation in 2018). These evaluations are also a primary source of inputs to the design of the C/5 programmes and budgets.

Area for improvement 7 - Communicating externally

UNESCO is aware of its strengths and weaknesses in the field of communication and has conducted an in-depth organizational review of its communication function. Among the main challenges identified, UNESCO suffers from a lack of governance, a lack of clarity in its core messaging and positioning as well as insufficient means and capacity in the field of content development in the digital age. The means dedicated to communication are only 3% of what they were in 2001. Communication staff has been reduced by 2/3. Stronger efforts are also needed in the area of brand management. A new communication, advocacy and engagement strategy will be presented to the 207th session of the Executive Board as a component of the Strategic Transformation process. The new Strategy will address these challenges, including a new governance model, a strong focus on targets engagement and a new editorial positioning on results and human stories. The draft Communication Strategy proposes a new mechanism to fund common charges and allocate a pro rata of programme budget for advocacy and communication purposes. In the meantime, as part of the Strategic Transformation process, several results were achieved, a new social media policy has been finalized and published. New Field Offices website tool is operational and content development is underway. Efforts are ongoing to clarify and further strengthen UNESCO's overall messaging (including through corporate video, brochure and communication materials). The revamp of UNESCO digital presence is ongoing, and a project management assistant has been selected with a view to rejuvenate UNESCO's digital experience, as a key to foster external communication.