GENERAL CONFERENCE

36th Session, Paris 2011

REPORTS BY THE EXECUTIVE BOARD ON ITS OWN ACTIVITIES AND ON PROGRAMME IMPLEMENTATION

PART I

REPORT BY THE EXECUTIVE BOARD ON ITS ACTIVITIES IN 2010-2011 INCLUDING ITS METHODS OF WORK

OUTLINE

This report is submitted in accordance with Article V.B. 6(b) of the Constitution as well as 156 EX/Decision 5.5, paragraph 6.C(a), and 30 C/Resolution 81, while taking into consideration appropriate recommendations of 33 C/Resolution 92.

The report, designed in its traditional format, represents a non-exhaustive factual summary of the main activities and decisions of the Executive Board during the 2010-2011 biennium.

The Executive Board examined this written report at its 187th session (187 EX/Decision 16(I)). Additionally, document 36 C/INF.9 contains the oral presentation of this report to the General Conference by the Chairperson of the Executive Board.
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I.1 INTRODUCTION

1. During the 2010-2011 biennium, the work of the Executive Board helped to strengthen the vitality of the Organization in its proactive efforts to face the challenges of a rapidly changing world. That was done in a difficult international social and political environment and in the very period of in-house restructuring and reforms. Through its continued substantive contribution to the review process concerning the internationally agreed development goals, the preparation of the 36 C/5 Programme and Budget document, and its reflexive, consensus-collaborative approach concerning, among other matters of permanent importance, UNESCO governance, reform of the field network, Middle East, intercultural dialogue and climate change issues, the Board confirmed UNESCO's increasingly valuable role as a global partner and serious initiator of positive change in societies in the twenty-first century.

I.2 ELECTED OFFICERS OF THE EXECUTIVE BOARD

2. At its 183rd session, the Executive Board elected Ms Eleonora Valentinovna Mitrofanova (Russian Federation) as Chairperson for the 2010-2011 biennium. The Board also elected its Vice-Chairpersons and the Chairpersons of its Commissions and Committees.¹

I.3 SUMMARY OF THE 2010-2011 BIENNIUM

I.3.1 Follow-up to the execution of the programme, including an examination of the reports of the Director-General on the activities of the Organization

3. During the biennium, the Director-General presented to the Board a report on the results achieved in the previous biennium (36 C/3) on the implementation of the Programme and Budget for the 2008-2009 biennium (34 C/5) approved by the General Conference as well as reports (EX/4) on the implementation of the current Programme and Budget (35 C/5). This results-based assessment was to some extent reporting against the expected results and performance indicators in document 34 C/5. The Board emphasized the importance of explicit decisions on the EX/4 reports and the need for a more systematic process of the examination of future programme documents.

I.3.2 Draft Programme and Budget for 2012-2013 (36 C/5)

4. The Executive Board examined the Director-General’s proposals for the Draft Programme and Budget for 2012-2013 (Draft 36 C/5). To help in its examination and consideration of the Director-General’s proposal, the Board created a Drafting Group,² which carried out its work with a view to seeking consensus on the programmatic parts of draft document 36 C/5. It should be underlined that the work of the Drafting Group on document 36 C/5 has revealed some important challenges in the Board’s methods of work. It is therefore recommended to seek new ways to optimize the Board’s examination of future draft Programme and Budget documents in line with the recommendations of the IEE ad hoc working group. In the light of the recommendations of the Group and those highlighted in the Medium-Term Strategy 2008-2013 (34 C/4), also taking into account the current global economic slowdown and the United Nations efforts to reduce its own

¹ Vice-Chairpersons of the Executive Board: Germany (Group I), Latvia (Group II), Argentina (Group III), Japan (Group IV), Côte d’Ivoire (Group V(a)) and Morocco (Group V(b)). Chairpersons of the Commissions and Committees: Ms Shahnaz Wazir Ali (Pakistan) succeeded by Ms Attiya Inayatullah (Pakistan), Chairperson of the Programme and External Relations Commission; Ms Alissandra Cummins (Barbados), Chairperson of the Finance and Administrative Commission; Ms Irène Rabenoro (Madagascar), Chairperson of the Special Committee succeeded by Mr Ngwabi Mulunge Bhebe (Zimbabwe); Mr Maurizio Serra (Italy), Chairperson of the Committee on Conventions; and Mr Hany Helal (Egypt), Chairperson of the Committee on International Non-Governmental Organizations, succeeded by Mr Ezzat Salama, (Egypt), and then by Mr Moataz Khorsheid (Egypt).
² Chairperson: Ms Akissi Kan Odette Yao Yao (Côte d’Ivoire). Composition: Côte d’Ivoire, Cuba, Denmark, Egypt, El Salvador, France, Grenada, India, Japan, Latvia, Madagascar, Morocco, Poland, Republic of Korea, Russian Federation, Senegal, Syrian Arab Republic, United States of America.
budget, the Board adopted a decision on budgetary and financial aspects of document 36 C/5, contained in document 36 C/6. At the 187th session, the Board decided to recommend $653 million as a baseline (36 C/6 Add.).

I.3.3 Methods of work of the Executive Board and relations between the three organs

5. The methods of work of the Executive Board and relations between the three organs were taken up during the biennium under the independent External Evaluation heading (see point I.4.5). Regarding financial matters, faced with the prospect of the repetition of the sizeable budgetary over-spend experienced by the Board in the 2008-2009 biennium (some $ 1.9 million out of a total budget of $6.1 million), the Chairperson, reinforced to that end by 184 EX/Decision 17, exercised vigilant control of the budget execution over the 2010-2011 biennium, with the considerable achievement of reducing a 30% over-run to almost nil. This involved rationalization of the agenda, careful forward planning of translation and document production schedules, introduction of experimental “paper-smart” working methods, control of hospitality expenses, limitation of overtime and recourse to temporary assistance, etc. As a result, the projected budget situation at the close of the current biennium shows expenditure in line with targets, even taking into account certain additional expenses and investments that have been possible thanks to such tight budget management (for example, optimization of sound and electrical equipment in meeting rooms and six-language interpretation during all information meetings of the Executive Board). The Board’s work was not, however, without challenges, stemming largely from the increasingly difficult reconciliation of the contraindicative requirements of full, substantive debate and consensus decision-making and shorter sessions, long documents and expanding agendas. Some of the important recommendations in the IEE follow-up context come in response to those challenges.

I.3.4 Information meetings of the Executive Board with the Director-General

6. Four information meetings (February 2010, June 2010, February 2011 and July 2011) enabled the Board to have constructive and productive intersessional interaction with the Director-General to check on progress made in programming and implementing UNESCO’s activities.

I.3.5 Thematic debate of the Executive Board and official visits of high personalities to the Executive Board

7. During its 185th session the Board conducted a broad and enriching exchange of views, for the purpose of defining new approaches to the promotion of peace, dialogue, tolerance and universal reconciliation, on the theme of “Intercultural dialogue in the 2010s: revisiting policies within the context of a culture of peace”, with the aid of three prominent experts possessing extensive professional experience and a comprehensive knowledge of the topic. Also, on the occasion of the 185th session of the Board, UNESCO’s leading role in its fields of competence was highlighted by visits by Prince Faisal bin Abdullah bin Mohammad Al Saud, Minister of Education of Saudi Arabia, and by Sebastián Piñera, President of the Republic of Chile.

I.4 WORK OF THE COMMISSIONS4 AND COMMITTEES

I.4.1 Programme and External Relations Commission (PX) and Finance and Administrative Commission (FA)

8. Throughout the biennium, the Commissions examined items with relevant programmatic, financial and administrative implications and presented appropriate proposals to the Board, which adopted a number of decisions guiding the implementation of UNESCO’s programme and budget.

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3 Mr Hage Geingob (Namibia), Minister of Trade and Industry, former Prime Minister; Mr Bensalem Himmich (Morocco), Minister of Culture, philosopher, novelist and scriptwriter; Mr Mintimer Shaimiyev (Russian Federation), Former President of the Republic of Tatarstan.

4 The Commissions have the same composition as the Executive Board.
From a programmatic perspective, the Board made recommendations to the General Conference on several issues, including:

**Education**

- Progress made in the implementation of the UNESCO Strategy for the second half of the United Nations Decade for Education for Sustainable Development at the global and regional levels and from an intersectoral standpoint;
- Report on the results obtained from the programme and activities aimed at achieving the EFA goals and implemented in the 20 target countries;
- Report defining UNESCO’s role as global coordinator and leader of EFA, including purpose, specific objectives and priorities;
- Report on the progress achieved in the implementation of the TVET Strategy;
- Active participation of the United Nations University increased in the programmes and activities of UNESCO, particularly the UNTIWIN/UNESCO Chairs programme and the UNESCO/UNU Chairs.

**Natural sciences**

- Status report including in-depth-analysis of the activities carried out and proposals for improving cooperation between UNESCO and the Global Geoparks Network;
- Creation of UNESCO’s engineering initiative;
- Creation of a UNESCO-wide initiative on biodiversity.

**Social and human sciences**

- Report on the implementation of the UNESCO strategy on African youth and on activities realized for the celebration of the United Nation as International Year of Youth (2010);
- Reorienting the Management of Social Transformation (MOST) Programme strategic focus on: (a) social inclusion; and (b) social transformation arising from global environmental change;
- Report on progress of collaboration and contact with the Latin American Faculty of Social Sciences.

**Culture**

- Progress on amendment of the statutes of the International Fund for the Promotion of Culture (IFPC) for its reactivation;
- Report on activities carried out to celebrate International Year for the Rapprochement of Cultures, its impact and follow-up measures arising from it;
- Consolidated report on measures taken by Member States on the Promotion and Use of Multilingualism and Universal Access to Cyberspace.
Communication and information

- Progress in consultation with the United Nations agencies and Member States for preparation of an overall review of the implementation of the WSIS outcomes in 2015;
- Development of inclusive knowledge societies;
- Progress on UNESCO’s strategy on the promotion of open access to scientific information and research;
- Analysis on the use of the Internet.

Recurrent administrative and financial issues examined by the Board included:

- Report by the Director-General on the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions;
- The implementation of international public sector accounting standards (IPSAS);
- The state of the Medical Benefits Fund (MBF);
- The geographical distribution and gender balance in the staff of the Secretariat and the human resources management strategy as a whole;
- The evaluations of the External Auditor;
- Management of the Headquarters complex;
- Management of extrabudgetary resources;
- Decentralization strategy.

9. The substance of the Board’s recommendations is referred to in Part II of the present report. Lastly, the positive role of the mechanism of joint meetings as an efficient and time-saving tool to be further used in the works of the Executive Board is to be emphasized.

I.4.2 Special Committee (SP)⁵

10. The Committee considered several important Items on the Board’s agenda with a view to providing reports to the Commissions and Plenary on questions pertaining to the running costs of the Executive Board and General Conference, as well as follow-up of the Independent External Evaluation of UNESCO and the United Nations General Assembly proposal to align planning cycles with the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The results of the Committee’s work, including its recommendations in the context of reducing running costs of the governing bodies, recommendations dealt inter alia with specific matters under the headings of the provision of quality working documents; the organization of work, efficient time management and the preparation of thematic debate will have a lasting impact on the working methods, not only of both bodies, but the Organization as a whole.

⁵ Composition: Algeria, Bangladesh, Belgium (from 186th session), Denmark, Djibouti, El Salvador, Greece (until 186th session), Grenada, Haiti, Japan, Kuwait, Madagascar, Monaco, Poland, Russian Federation, Syrian Arab Republic, Uzbekistan, Viet Nam, and Zimbabwe.
I.4.3 Committee on Conventions and Recommendations (CR)\(^6\)

11. Exercising the first aspect of its dual mandate concerning the examination of the reports of Member States on the follow-up to conventions and recommendations, the Committee examined, at each session and at the request of the Board, a detailed account of measures taken by the Secretariat to implement the three UNESCO conventions and 11 recommendations that the CR Committee monitors, in application of the new procedures adopted at its 177th session (177 EX/Decision 35 Parts I and II). The CR Committee also examined the guidelines for the preparation of reports as well as the reports of certain conventions and recommendations, in compliance with the 2009-2013 timetable of work it had adopted (184 EX/Decision 20). It also examined the Report of the tenth and eleventh meetings of the Joint Expert Group UNESCO (CR)/ECOSOC (CESR) on the Monitoring of the Right to Education. With regard to the second aspect of its mandate, the Committee examined in private meetings 34 communications (concerning 14 countries) received by UNESCO relating to alleged violations of human rights within the Organization’s fields of competence in accordance with the procedure laid down in 104 EX/Decision 3.3. The Committee also proceeded with the review of its methods of work with a view to improve its procedural practices.

I.4.4 Committee on International Non-Governmental Organizations (NGOs)\(^7\)

12. During the biennium, the Committee on International Non-Governmental Organizations met four times. The revitalization process decided on by the General Conference at its 34th session was pursued and strengthened. The four meetings allowed for genuine exchange and open dialogue between Member States, NGOs and the Secretariat. Thematic round tables were held on topics of common interest to UNESCO and NGOs with the participation of international experts, NGO representatives, ministers and representatives from the UNESCO Secretariat. They provided a forum for partner roles to be better understood and for a lively exchange by all. The Committee also approved the Director-General’s proposals to facilitate the participation of NGOs from developing countries in the Committee’s work and several of them have already been implemented. In addition, the Committee re-examined its terms of reference with the aim of opening up to other civil society actors and refocusing its action. It also examined the draft new directives concerning UNESCO’s partnership with NGOs, to be submitted by the Director-General to the General Conference at its 36th session. Lastly, the Committee dealt with statutory matters regarding UNESCO’s cooperation with NGOs, foundations and other similar institutions.

I.4.5 Ad Hoc Working Group on the Independent External Evaluation\(^8\)

13. At its 185th session, the Executive Board, having examined the conclusions and recommendations of the Independent External Evaluation (IEE) of UNESCO (185 EX/18 and its Addendum), decided to establish an ad hoc working group (AHWG) mandated with examining the IEE report and with drafting concrete proposals concerning its recommendations. The Group held six further meetings between December 2010 and March 2011. They were devoted to the successive examination of the five Strategic Directions contained in the report on the IEE. One of the main features of the Group was the enhanced participation of all Member States of UNESCO in the meetings. This format permitted observers (from Members States, Members and non-Members of the Board) to participate on an equal footing in all formal sessions and informal meetings of the

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\(^6\) Composition: Algeria, Belarus, Burkina Faso, Chile, China, Côte d’Ivoire, Cuba, Egypt, France, Germany, India, Italy, Kenya, Malaysia, Niger, Peru, Philippines, Poland, Republic of Korea, Romania, Saint Lucia, Saudi Arabia, Senegal, Slovakia, Spain, Syrian Arab Republic, Tunisia, United States of America, Venezuela (Bolivarian Republic of).

\(^7\) Composition: Burkina Faso, China, Congo, Cuba, Democratic Republic of the Congo, Denmark, Egypt, El Salvador, France, Greece, Italy, Kazakhstan, Kuwait, Latvia, Mongolia, Morocco, Pakistan, Peru, Russian Federation, Saudi Arabia, Slovakia, Venezuela (Bolivarian Republic of), Zambia.

\(^8\) Chairperson and Vice-Chairperson were respectively Ms Vera Lacoeuilhe (Saint Lucia) and Mr Jens Dalsgaard (Denmark). Composition: Belarus, Chile, Congo, Cuba, Denmark, Egypt, Italy, Kuwait, Latvia, Madagascar, Morocco, Pakistan, Republic of Korea, Russian Federation, Saint Lucia, Sri Lanka, United States of America and Zimbabwe.
Group, with the exception of the final adoption of the Group’s recommendations. The meetings of the Group were also attended by several key members of the Secretariat, who provided information and clarifications as required, answered various questions and, when necessary, informed the Group of the opinion of the Director-General on the issues at stake. The Group had also the opportunity to interact with Professor E. Stern, leader of the IEE team, who clarified several aspects of the report, via an interactive free-exchange session, which all delegations had been invited to address written questions for. Final recommendations by the Group were submitted to the Executive Board, which adopted them at its 186th session (186 EX/Decision 17), and are now in front of the General Conference. The document 186 EX/INF.16 provides additional information on the work of the Group.

I.5 CONCLUSION

14. Throughout the biennium a number of major social, political, economic and cultural changes have taken place in the world. These changes affected areas of human activity that are often closely connected with UNESCO’s purposes. UNESCO, as an intellectual organization with diversified but interdependent fields of competence, and ideals that are noble and fundamental, must constantly adapt itself and react rapidly, accurately and flexibly to those challenges. The Organization’s response, combining its political will with the best of its post-conflict and post-disaster experience, demonstrated once again the value of, and need for, the international community’s mobilization and solidarity. UNESCO continued to make its substantive contribution to the review process concerning the internationally agreed development goals. In the light of the MDG Summit’s outcomes and the current strengthening of UNESCO’s internal management, expectations are high, both in terms of the preparations of the Programme and Budget document and of the consolidation of UNESCO’s position, impact and visibility at global, regional and local levels. In that connection, the conclusions and recommendations of the Independent External Evaluation of UNESCO’s current work are most helpful for the Board’s reflections and actions towards capitalizing on the power and value of the Organization’s programme for its stakeholders. According to the IEE, UNESCO as a whole should aim to be innovative, inclusive, reflexive, outward-looking and collaborative. The UNESCO reform process, both from the standpoint of the budgetary consequences of reform and also with a view to ensuring that reform measures in no way hamper programme execution, has to continue to enable the Organization to carry out its heavy responsibilities dynamically and in a more visible way, a matter to which the Board will certainly make its objective contribution. Board sessions, with more business-oriented attitudes and less time-consuming exercises, play that essential link role as, drawing on the experience of past years, UNESCO Member States work together to build, through consensus and effective discussions, a better future.
REPORTS BY THE EXECUTIVE BOARD ON ITS OWN ACTIVITIES
AND ON PROGRAMME IMPLEMENTATION

PART II

REPORT BY THE EXECUTIVE BOARD ON PROGRAMME IMPLEMENTATION

OUTLINE

Source: 33 C/Resolution 78 (para. 4), 33 C/Resolutions 92 (Recommendation 13), 34 C/Resolution 89, 182 EX/Decision 26, 186 EX/Decision 16 and 187 EX/Decision 16 Part II.

Background: This report by the Executive Board to the General Conference on programme implementation during the 2010-2011 biennium (35 C/5), together with the results achieved in the previous biennium (36 C/3) is presented in accordance with the above resolutions and decision.

Purpose: The present document presents to the General Conference a results-oriented, succinct reporting of key achievements and challenges relating to Programme implementation, corresponding to the Executive Board’s Constitutional responsibility in this regard, (Article V.6 (b)).

Decision required: paragraph 20.
I.1 INTRODUCTION

Background

1. The report by the Executive Board to the General Conference on programme implementation during the 2010-2011 biennium (35 C/5), together with the results achieved in the previous biennium (36 C/3) is presented in accordance with 33 C/Resolution 78 (para. 4), 33 C/Resolution 92 (Recommendation 13), and 34 C/Resolution 89. It is the third such report to be prepared by the Executive Board. Document 34 C/9 Part II established a framework and provided suggestions for the improvement of this type of reporting, while also highlighting suggested formats for EX/4 and C/3 documents. At the 181st session, a first tentative draft report by the Executive Board on the implementation of document 34 C/5 with results achieved in the previous biennium (35 C/3) was proposed by the Director-General as a working document for the Special Committee. By 181 EX/Decision 23, the Executive Board requested the Director-General to further elaborate a preliminary draft report by the Executive Board for submission to it at its 182nd session, based on key findings, assessments and recommendations identified in decisions of the Board during the biennium, and invited the Director-General, when preparing the preliminary draft, to use the guidance provided in 181 EX/Decision 23.

2. As mentioned above, this Report was drafted following the format accepted by the Executive Board at its 182nd session (182 EX/6) and confirmed at the 186th session.

3. As in previous exercises, the information provided hereunder has been collated from decisions taken by the Executive Board throughout the biennium.

II. KEY ACHIEVEMENTS AND CHALLENGES

4. The following information is derived from relevant decisions taken by the Executive Board throughout the biennium. It contains an indicative, non-exhaustive, yet representative overview of key achievements of the Organization in each of its Major Programmes, together with a list of related challenges.

5. Major Programme I (Education):

(a) Overall achievements:

- The profile of education for all has been kept high on the global development agenda, through participation in high-level key events, such as the High-Level Plenary Meeting of the United Nations General Assembly on accelerating progress towards the Millennium Development Goals (MDG Summit) New York, 20-22 September 2010 and the “1GOAL Education Summit” organized during the World Cup in South Africa (Johannesburg, 11 July 2010), and with the recent Ministerial Declaration adopted at the high-level segment of the United Nations Economic and Social Council (ECOSOC) in July 2011 which underscored the importance of education for development, and the major role of UNESCO in that regard.

- UNESCO’s technical support and capacity development in the area of education policy review and policy formulation has helped a number of countries in Africa, in the Arab States and in Asia and the Pacific to develop and/or revise their policies and strategies for literacy and non-formal education and basic education. In Latin America and the Caribbean, UNESCO helped in preparing analytical studies on secondary education and in facilitating cooperation in the area of inclusive education policies through the creation of regional observatory.
(b) **Challenges:**

- The evaluation of the Strategic Programme Objectives (SPOs) found that increasing informal contacts between the EFA convening agencies achieved better results than the formal Global Action Plan process. Conversely, however, more efforts are required to create stronger linkages between EFA coordination mechanisms at the global, regional and national levels.

- As concerns Education for Sustainable Development (ESD), concrete impact needs to be identified while at the same time responding to the wide range of issues under the ESD banner. To address this challenge, UNESCO has introduced an increased focus on climate change education, developing a new initiative – the Climate Change Education (CCE) for Sustainable Development programme – to enable the Organization to make a more visible and concrete educational contribution to the international response to climate change.

- Establishing viable, low-cost mechanisms, procedures and processes for TVET data gathering and processing to improve the availability and comparability of data, and matching TVET data with labour requirements, continues to be a challenge.

6. **Major Programme II (Natural sciences):**

(a) **Overall achievements:**

- UNESCO has played an important role in the area of the adaptation to global climate change under the intergovernmental and international scientific programmes (IHP, IOC, MAB, IGCP, IBSP).

- UNESCO has reinforced its work and credibility in the area of the revision of science, technology and innovation policy in many countries, notably in Africa, as well as in the areas of oceans, freshwater, ecology, geosciences, basic sciences and engineering.

- The strengthening of international partnerships, the recognition of UNESCO as a key partner in the United Nations Intergovernmental Science Policy Platform on Biodiversity and Ecosystem Services, and the development of specific policy recommendations for the implementation of United Nations General Assembly resolution 63/124 on the law of transboundary aquifers.

(b) **Challenges:**

- Requests for Science, Technology, and Innovation (STI) policy assistance largely exceed resources available within UNESCO; determined efforts are needed to secure external funding so as to complement regular programme resources.

- Need to attain greater strategic focus across MP II and to achieve more effective cooperation among the units of the Sector.

- Lack of basic infrastructure for science activities in many developing countries.

- Need for continuous team support to develop and maintain regional stakeholder and local community buy-in, especially in tsunami mitigation programmes.
7. **Major Programme III (Social and human sciences):**

(a) **Overall achievements:**

- A reprogramming review was undertaken with a view to further focusing the work of the Sector and to ensure greater synergy of programming for better programme implementation and impact.

- Key policy guidance was provided for various actors in the social sciences in the *World Social Science Report 2010*.

- High number of States Parties to the Convention against Doping in Sport.

- Efforts to foster policy responses in order to mitigate the negative social consequences of the financial crisis, and to raise awareness of issues relating to the ethics of science, in particular human cloning and international governance and the principle of social responsibility and health.

(b) **Challenges:**

- Increasingly complex problems require integrated research or transdisciplinary approaches for their resolution. The challenge is how to collectively and comprehensively draw upon a range of social science disciplines and knowledge residing both within MP III and in other Sectors.

- Limited government attention to youth issues and engagement of young people in decision-making processes.

- Need to identify issues and areas where the formulation of commonly shared ethical principles is feasible, and to develop appropriate follow-up initiatives.

- The difficulty to initiate and sustain genuinely participatory dialogue between researchers and policy-makers, including key civil society stakeholders. Often times, results of such endeavours cannot be quantitatively measured within the short time-frame of biennial programmes.

8. **Major Programme IV (Culture):**

(a) **Overall achievements:**

- Recognition of the role of culture in and for development, and integration of culture into national development strategies, and translation of cultural diversity principles into policies for development processes, especially through the adoption of two landmark documents: the Outcome Document adopted by the MDG Review Summit held in September 2010 and resolution A/RES/65/166 adopted by United Nations General Assembly in December 2010. These two documents affirmed with force the role of culture in development and called for its integration into global development policies.


- Development of national and local capacities in the field of culture, in the formulation of national and regional cultural policies and in the development of relevant cultural statistics, data and analysis as a basis for assessing the impact of the culture sector in and for development and with a view to informing national cultural polices.
The innovative country-level MDG-F projects on culture and development have contributed to demonstrate the potential of culture for development across a range of activities.

(b) Challenges:

- A main challenge remains the increase in the number of sites on the World Heritage List (46 in two years) with no parallel financial increase in the World Heritage Fund or in the regular programme. At the request of the World Heritage Committee, the World Heritage Centre will explore new avenues for ensuring adequate resources for World Heritage activities and submit the results to the 36th session of the Committee (Saint Petersburg, June 2012).

- The long-term results of ratifying and implementing the Convention for the Safeguarding of the Intangible Cultural Heritage cannot be measured within a single biennium. This Convention also risks becoming a victim of its own success, with global expectations increasing very rapidly against the finite human resources of the Intergovernmental Committee, its advisory bodies and the Secretariat. Equally, the real objectives of the Convention, which are to safeguard intangible cultural heritage is at risk of dilution and potential confusion of the concept of intangible heritage, the risk of exploitation for commercial or political ends, the risk of disappointing bearer communities, which place great hope in the approach taken by this Convention.

- National capacities in implementing the Convention for the Safeguarding of the Intangible Cultural Heritage – particularly in developing countries – need to be dramatically strengthened in order for the Convention to become fully operational and to enable States Parties to set strategies and priorities.

- As culture is becoming acknowledged as a lever for economic and social development, its role in the international development debate needs to lead also to an enlarged and strengthened network of institutional partnerships, and evidence-based advocacy needs to be conducted and be informed by operational actions.

- Lessons learned from the implementation of the 18 MDG-Fund joint projects, currently being captured through a specific knowledge management system, need to provide pointers for future action in this domain, as well as for UNESCO’s participation in United Nations common country programming processes.

9. **Major Programme V (Communication and information):**

(a) Overall achievements:

- Awareness raised about freedom of expression as a basic human right, the recognition of free and independent pluralistic media, as well as universal access to knowledge and information as important factors in the achievement of sustainable development; commitment to supporting Member States through policy advice and capacity-building, including the conservation of archives included in the Memory of the World Register.

- Provision of technical support, the recognition of internationally recognized standards for legislation regarding the media, press freedom and freedom of information, and the application of the Media Development Indicators.

(b) Challenges:

- Safety of journalists and the fight against impunity of perpetrators of crimes against media workers continue to be challenges in the fight to uphold the principles of freedom of expression and the free flow of information.
Existing regulatory policies for broadcasting remain a challenge for the development of free, pluralistic and independent media, and significant reorientation is needed in many countries in order to introduce policies that empower community radio and community media.

The Information for All Programme (IFAP) is an important intergovernmental mechanism for promoting the established priority areas regarding knowledge societies, including through the sharing of best practices and experiences. The lack of tangible impact at national level will be mitigated by a recent decision to establish new National IFAP Committees and to strengthen existing ones. The low level of extrabudgetary contributions by Member States to the Programme continues, however, to be a serious challenge.

III. OTHER AREAS OF RELEVANCE TO PROGRAMME DELIVERY

(a) Follow-up to the Independent External Evaluation

10. The Executive Board examined in detail the report of the Independent External Evaluation (IEE), whose recommendations are contained in document 185 EX/18 and Addendum. The Board established an Ad Hoc Working Group "to examine the report […] and to develop proposals concerning the recommendations thereof" (185 EX/Decision 18). The Board then adopted by consensus the recommendations of this Ad Hoc Working Group (186 EX/Decision 17). The observations and decisions taken by the Board relative to the five chapters of the IEE Report – UNESCO’s focus; positioning the Organization closer to the field; strengthening its participation in the United Nations; issues relating to governance and partnerships – are the subject of a systematic follow-up mechanism including systematic reporting by the Director-General on progress.

11. Some of these recommendations are related to the preparation of the two main strategic and programming documents, the C/4 and C/5 documents. The Board recommended in particular:

- the adoption by the General Conference of a limited number of strategic objectives (186 EX/Decision 17, para. 6);
- the shift from a two-year to a four-year programming cycle (186 EX/Decision 17, paras. 7 and 24);
- the systematic use by the three organs of the Organization of clear and precise criteria when introducing and maintaining existing programmes in the C/5 (186 EX/Decision 17, para. 11).

(b) Results-based management (RBM), reporting and monitoring

12. Programme execution has been measured against the 34 C/4 “expected outcomes” and the 35 C/5 “expected results” and continued to be the subject of a report by the Director-General every six months (EX/4 documents). The Executive Board has noted the consistent improvements made in the EX/4 reports in the overall strategic assessments of each Major Programme. It has requested that the Director-General continue to provide the Board with a concise, evidence-based analysis that highlights significant achievements made while also identifying challenges and lessons learnt.

13. The Executive Board has focused its recommendations on the improvement of several areas of results-based monitoring and reporting, in line with the challenges identified in document 35 C/3, namely: (a) excessive output-based programming and reporting (instead of outcome-based); (b) weak use of formal monitoring systems and data collection tools; (c) lack of monitoring data from beneficiaries to assess quality and usefulness; (d) absence of baselines and benchmarks for some expected results; (e) lack of appropriate indicators for qualitative interventions such as capacity- and policy-development related expected results.
14. Throughout the biennium, the Executive Board continuously stressed the need for UNESCO to increase awareness, relevance and impact (185 EX/Decision 17) of its programmes and activities globally and at the regional and national levels, as well as ensuring the visibility of the Organization (186 EX/Decision 6). It is through sound understanding of the needs of the various constituents of UNESCO’s diverse audiences that an effective communication strategy can be implemented, with a view to ensuring relevance and maintaining leadership role in the fields of competence of the Organization.

15. The Executive Board has acknowledged the considerable improvements made to the consistency, quality and pertinence of reporting. It recognized the efforts undertaken by the Director-General to further improve results-based monitoring and reporting, as recommended by her in the report on the follow-up with respect to operational aspects of the independent external evaluation of UNESCO. In particular, the Board took note with appreciation of the Director-General’s commitment to improve the monitoring of programme execution across the Organization at all levels, especially through periodic programme reviews in the Sectors. However, the Board required further efforts to present evidence-based analyses of the extent to which expected results have been achieved and have contributed towards the achievement of the biennial sectoral priorities and the strategic objectives in the Medium-Term Strategy, including how efficiently and effectively financial and human resources have been used in the EX/4 and C/3 documents. The Board also welcomed the Director-General’s commitment to develop impact evaluations in key areas of the programme, to better assess the long-term relevance of UNESCO’s action.

16. As part of this effort, the Executive Board has emphasized the importance of results formulation. Efforts have been made to encourage the Secretariat to shift away from output reporting towards more qualitative outcome-based reporting in future reporting documents (186 EX/Decision 4), through the design of quality outcome indicators as well as baselines and benchmarks in the preparation of the C/5 documents. In this regard, the Board recognized that the current formulation of “expected results” in document 35 C/5 remained excessively output-oriented to facilitate outcome-oriented reporting. In this regard, the Board has recommended several changes in the formulation of the proposed “expected results” of the Draft 36 C/5, recommending in several cases changes towards a greater outcome-orientation.

17. The Board further welcomed and urged continuous efforts to provide easier access to information provided in SISTER, and to offer appropriate training sessions for concerned Permanent Delegations. In this regard, the Board welcomed the improvements made throughout the biennium as they relate to succinct analytical reporting on execution of the Programme, notably through the availability of more detailed online tabular reporting relating to the progress made on the implementation of work plans. The Board requested that this information be systematically made available.

(c) Challenges with cost effectiveness and sustainability

18. The Executive Board has invited the Director-General to take stock of the lessons learned, in particular with regard to impact, cost-effectiveness and sustainability (184 EX/Decision 4). It also noted that these aspects remain relatively new features for programme management. The Board acknowledged the achievements made towards greater transparency in this regard and highlighted the particular challenges the Organization is faced with, despite clearly articulated RBM guidelines.

(d) Improved synergies and coordination with other United Nations agencies and international organizations

19. The Executive Board has acknowledged the need for stronger UNESCO engagement, better coordination and greater convergence with other United Nations agencies, and has decided to work with the Director-General and the General Conference to strengthen such efforts (186 EX/Decision17). Most notable in this regard is the Board’s resolve to move towards the United Nations General Assembly proposal to align planning cycles with the quadrennial comprehensive policy review of operational activities for development of the United Nations system
(185 EX/Decision 19 and 186 EX/Decision 17, Part III). The Board has also invited the Director-General to ensure a clear definition of the role of UNESCO liaison offices to the United Nations, and to the African Union and the European Union, especially inviting her to develop a communications mechanism to provide Member States with systematic updates on their work (186 EX/Decision17, Part II, paragraphs 26-27). The Board continued its support of the Director-General for her proactive role in coordinating activities in joint actions with other specialized agencies and in establishing constructive relationships with United Nations funds and programmes. It has invited the Director-General to develop, in consultation with Member States, a comprehensive and outward-looking UNESCO policy framework for strategic partnerships. It has requested a strengthening of cooperation with the Latin American Faculty of Social Sciences (FLACSO) (189 EX/Decision 38). The Board has approved the Memorandum of Understanding between UNESCO and the International Bank for Reconstruction and Development (IBRD) (186 EX/Decision 42). The Board equally expressed its satisfaction with the excellent cooperation between UNESCO and the United Nations Environmental Programme (UNEP) especially as it relates to the Intergovernmental Science-Policy Platform on Bio-Diversity and Ecosystem services (IPBES) (185 EX/Decision 43).

IV. RECOMMENDATIONS

20. The General Conference may wish to favourably consider the Executive Board’s recommendation (187 EX/Decision 16 Part II) to endorse the present report.

   Implementation of the current Programme and Budget (35 C/5), with results achieved in the previous biennium

The Executive Board,

1. Mindful of Article V.6 (b) of the Constitution of UNESCO,

2. Recalling 33 C/Resolution 78, 33 C/Resolution 92, 34 C/Resolution 89, 182 EX/Decision 26 and 186 EX/Decision 16,

3. Expressing its appreciation to the Director-General for her contribution to the finalization of the report, while underlining the need to further improve the EX/4 reports to ensure its function as a reliable source of reference;

4. Emphasizes the need to strengthen the Executive Board’s examination of programme execution through more systematic and strategic in-depth discussions on the performance of programmes followed by explicit decisions;

5. Invites the Director-General to continue the efforts to meet the requests and challenges related to programme delivery, as identified in its report to the 36th session of the General Conference (paragraphs 10-19);

6. Decides to transmit to the General Conference, at its 36th session, an updated version of the report incorporating, where appropriate, suggestions made in the Executive Board’s debates at its 187th session;

7. Invites the General Conference, at its 36th session, to endorse the report.

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