UNESCO Strategic Transformation

Information Session with Member States

22 NOVEMBER 2018
Deputy Director-General, Mr Xing Qu

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

Audrey Azoulay, Director-General of UNESCO
204th UNESCO Executive Board
9 April 2018
UNESCO Strategic Transformation sustained by 4 major objectives

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

**Integrating UNESCO action into reflection on ethics and foresight**
- Ensure that UNESCO regains a prominent place as an intellectual forum and proactive participant in ongoing international debates
- Enhance the visibility of UNESCO publications

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

**Modernizing UNESCO ways of working**
- Improve the organization structure, simplify its procedures and induce a more sustained management culture, for enhanced risk management
- Introduce a new approach: more collective, more systematic, more innovative and more reformative
The Strategic Transformation is composed of 3 distinct pillars

**Pillar 1: Changing structure to strengthen management culture**
- **Aim:**
  - Strengthen the management culture
  - Improve the flow of the decision making chain by reducing the number of entities directly under Director General
- **Means:** Changing internal structures of the Organization HQ, with the creation of an 'Administration and Management' sector led by an ADG
- **Target:** Spring 2018, 204th Executive Board

**Pillar 2: Strengthening the efficiency of the means of action**
- **Aim:** Improve the means of action
- **Means:** Establishment of thematic groups to improve the following lines of action
  - Operational efficiency of the Organization
  - UNESCO's Communication
  - Strategic partnerships and development of activities with the private sector
  - UNESCO's presence worldwide
- **Target:** Autumn 2019, 207th Executive Board

**Pillar 3: Strategic positioning for 2030**
- **Aim:** Strengthen and adjust the content of programmes
- **Means:** Introduction of strategic reflection groups with the involvement of external eminent personalities to prepare the evolution of programmatic lines of action in regard to the challenge of today's world. An interim report:
  - Will be presented at the General Conference in Autumn 2019,
  - Will be integrated into discussions on document 40 C/5 and
  - Will shape the framework of the next Medium term strategy (C/4)
- **Target:** Autumn 2019, 40th General Conference
Each pillar of the Strategic Transformation follow its own work plan and distinct milestones

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>May</td>
<td>Jun</td>
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**Pillar 1 - Changing the structure to strengthen management culture**

**Pillar 2 - Strengthening the efficiency of the means of actions**
- Vision
- Elaboration, testing & pilots
- Implementation

**Pillar 3 - Strategic positioning for 2030**

**Key milestones of the transformation**
- 205th Executive Board
- Steerco Information Session
- Steerco Information Session
- 206th Board Executive
- 207th Executive Board
- 40th General Conference

*Where we stand today*
**Zoom on Pillar 2** - 4 working groups to strengthen UNESCO's means of action

1. **Operational Efficiency**
   Optimization of the processes and support functions of the organization, especially human resources and finance

2. **Communication**
   Improvement of both internal and external communication across all channels

3. **Strategic Partnerships**
   Development of a strategy of partnerships and resource mobilization with private and public actors

4. **Presence in the World**
   Optimization of UNESCO's network of offices around the world and improvement of its organization

**Strengthening the efficiency of the means of actions**
Zoom on the Strategic Transformation Working Groups

4 x 10 minutes
Working Group on Global Presence
Mandate

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

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

Expected results
## Progress update - Topics covered by the group

<table>
<thead>
<tr>
<th>Topics</th>
<th>Progress update</th>
<th>Details of progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance performance management for Directors/Heads of offices</td>
<td>In final stage - Performance system to be communicated</td>
<td>Improved performance management mechanism for Directors/Heads of offices, with the implementation of specific objectives as defined for 2018-2019 assessment period</td>
</tr>
</tbody>
</table>
| Principles to define vision on UNESCO field presence (see next slides)| In final stage - Principles to be validated                                      | Definition of principles for UNESCO field presence  
  • Roles of the different parts that comprise UNESCO footprint (HQ, Field Office Network)  
  • 4 overall principles and 2 supportive principles defined  
  • Principles defined for Regional, Country and Liaison & Partnerships Offices |
| Criteria to support UNESCO field presence                             | In progress - Criteria being developed and specified                             | Launch of the definition of criteria for establishment and maintenance of Regional, Country and Liaison & Partnership Offices                                                                                                                                               |
| Responsibilities and accountabilities for the field network           | In progress                                                                     | Finalized responsibility & accountability matrix for Africa Field Offices. Currently being reviewed by Working Group 1 (cross-group topic). Work in progress for other regions                                                                                      |
| UNESCO country strategies                                            | In progress - Update of Country Strategies                                      | On-going update of Country Strategies (review of the guidelines of UCS in the light of the UN Reform, alignment of programme priorities of the field offices with UNDAFs); internal alignment with BSP²                                                                         |

1. Issue responsibility and accountability matrix for Africa and clarify reporting lines between national and cluster offices/regional bureaux in other regions
2. Bureau of Strategic Planning
Zoom on Principles for UNESCO overall field presence

Overall principles

- A better response to the needs and demands of MS at global, regional and country levels within the context of sustainable development frameworks such as the 2030 Agenda and beyond
- UNESCO’s continued relevance and effectiveness within the UNDS
- Maintain UNESCO’s global mandate in setting international standards and norms in its areas of competencies and ensure their operationalization at the regional and country level.
- One UNESCO implementing a coherent programme
- Structure of HQ and sound HR and administrative policies that allow pertinent guidance, support to field network

Supportive principles

- Effective Subsidiarity
- Flexibility and pragmatism
Zoom on Principles for UNESCO Regional, Country and Liaison & Partnership Offices

Principles for Regional Offices

- Maintain regional-level presence for UNESCO to lead the implementation of regional programmes (strategies) and provide backstopping to programme implementation at country level as well as guide discussions on global and regional topics
- Harmonization with the UN presence regionally
- Potential to access partners, networks and extra-budgetary resources at the regional level

Principles for Country Offices

- Response to clear national demand, needs and situation (developmental, and post-conflict, crisis situation, SIDS, LDCs, countries with self-benefiting opportunities among other priority countries)
- Level of extra-budgetary funds that are available or that can be mobilized

Principles for Liaison & Partnership Offices

- Enhanced coordination and cooperation within the United Nations Development System, the EU, the AU or with any other governments or relevant international institutions;
- Build and maintain partnerships as a means of advocating and promoting UNESCO programmes as well as of mobilizing resources in support of UNESCO goals and priorities
- Increase outreach and advocacy on relevant areas of UNESCO’s strategic programme
Working Group on Operational Efficiency
Ambition - Strengthen UNESCO operational efficiency to make the Organization more efficient, fluid and agile

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

UNESCO’s:
- Overall operational capacity enhanced
- Its administrative structure assessed and further streamlined where possible
- HR processes streamlined and implemented to ensure better: workforce planning; recruitment and selection; classification; learning and development; mobility; performance management; and grievance procedures
- Business processes in other areas revised, simplified and where possible automated
- Implementation of oversight recommendations accelerated
- Accountability, ethics and risk management cultures enhanced
- Delegation of authority and accountability framework revised
- Change management process enhanced
## Progress update - Topics covered by the group (1/2)

<table>
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<tr>
<th>Topics</th>
<th>Progress update</th>
<th>Details of progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegation of Authority</td>
<td>In final stage - On-going consultation with Staff</td>
<td>• New DoA for HRM only</td>
</tr>
<tr>
<td>Framework for Human Resources Management</td>
<td>Associations</td>
<td>• Alignment of Recruitment policy and Staff rules with new DoA</td>
</tr>
<tr>
<td>Travel Policy</td>
<td>In final stage - To be approved by DG</td>
<td>• Consultation with staff associations underway</td>
</tr>
<tr>
<td>Extra-budgetary process</td>
<td>In progress</td>
<td>• Definition of a new travel policy for all staff</td>
</tr>
<tr>
<td>Publication process</td>
<td>In progress - Recom. to be finalized and prioritized</td>
<td>• Diagnostic on current extrabudgetaty process</td>
</tr>
<tr>
<td>Mobility (Cf. zoom page 17 &amp; 18)</td>
<td>Finalized - Communication on Mobility initiated</td>
<td>• Design of the functional mobility for G staff in HQ</td>
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<tr>
<td></td>
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<td>• Pilot mobility scheme for Directors/Heads of Field Offices implemented</td>
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**Progress level of each topic**
## Progress update - Topics covered by the group (2/2)

<table>
<thead>
<tr>
<th>Topics</th>
<th>Progress update</th>
<th>Details of progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance management</td>
<td>In progress - Review of current system</td>
<td>• Lessons learned on current policy, process and tool underway</td>
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<tr>
<td></td>
<td></td>
<td>• Survey of managers and staff completed</td>
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<tr>
<td></td>
<td></td>
<td>• Inter-sectoral Working Group commenced</td>
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<tr>
<td>Recruitment policy</td>
<td>In progress - Consultations with staff associations</td>
<td>• Updated recruitment policy for all staff prepared</td>
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<tr>
<td></td>
<td></td>
<td>• Survey of Appointment Review Board (ARB) members underway</td>
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<tr>
<td></td>
<td></td>
<td>• Consultation with staff associations underway</td>
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<tr>
<td></td>
<td></td>
<td>• Outreach strategy developed for equitable geographical representation and gender parity; strengthened collaboration with Member States</td>
</tr>
<tr>
<td>Learning and Development</td>
<td>In progress - Action plan prepared</td>
<td>• Learning &amp; Development Action Plan for all staff and to cover 4 pillars: Core skills, leadership and management, sector-savy program and competency framework</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Major follow-up action from 2018 Global Staff Survey</td>
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<tr>
<td>Internal Justice System</td>
<td>In progress - Draft policies under consultation</td>
<td>• New policies on appeals procedure, disciplinary procedure, anti-harassment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consultation with staff associations underway</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• New performance rebuttal policy to be developed in conjunction with new performance management system</td>
</tr>
<tr>
<td>HQ sites Management (Greening)</td>
<td>In design stage - Design stage to be finalized</td>
<td>• Diagnostic on issues and challenges</td>
</tr>
</tbody>
</table>

Progres level of each topic
Zoom on Mobility policy: innovative value proposition brought by the new policy

New mobility policy expected to bring strong impact across UNESCO organization

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

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

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

4 main innovations of the new Mobility Policy

1. Geographical mobility as a compulsory requirement for P4 promotion

2. Wider scope of mobilities: promote HQ-Field mobility

3. Functional mobility for all staff across functions

4. Managed Programme for consistency & transparency
**Zoom on Mobility policy**: the new policy is expected to be communicated to all staff and rolled-out in the coming year with 50 target staff members.

- May 2018: Consultation with staff association
- October 2018: Promulgation of the new policy, DG announcement of the new policy
- November 2018: Consultation & identification of sectors candidates for the 1st exercise, Launch of the 1st exercise
- December 2018: DG Decisions (with 50 target staff members)
- January 2019: Communication campaign on the new policy
  - Briefing sessions
  - Dedicated website
  - Webinars
Working Group on Communication
Ambition - Effective communications to enhance UNESCO's image and values, support resource mobilization and increase programmatic impact

Mandate

Improvement of both internal and external communication across all channels

Expected results

- Use of UNESCO’s brand capitalized and international influence enhanced by strengthening its image
- UNESCO’s communication strategy revised and adequately implemented
- Structure of the communication team(s) reviewed
- Communication of UNESCO’s work (particularly in the field) strengthened
- Use of UNESCO’s network and communication channels optimized
## Progress update - Topics covered by the group (1/2)

<table>
<thead>
<tr>
<th>Topics</th>
<th>Progress update</th>
<th>Details of progress update</th>
</tr>
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</table>
| Social Media Policy and toolkit      | In final stage - Draft to be validated | • Social media policy draft written  
• Benchmark on Social media strategy  
• Update on social media toolkit on going |
| Commemoration of international days  | In progress - Draft to be validated | • Implementation of a new webpage template for all International Days  
• Harmonization of all commemorations webpages in 2018  
• Draft guidelines on the commemoration of International Days  
• Selection of key International Days in each sector |
| Web template for Field Offices       | In final stage - Template to be implemented | • Template for Field offices to be finalized |
| Trademark strategy                   | In progress- Ongoing consultation with Legal Affairs | • Presentation of roadmap of trademark validation by World Heritage Center  
• Validation of trademark for World heritage in pre-defined countries ongoing |
| External Communication strategy      | In progress - Work in progress by WPP | • Internal interviews with key stakeholders  
• Workshop on UNESCO narrative  
• Assessment of communication |
## Progress update - Topics covered by the group (2/2)

<table>
<thead>
<tr>
<th>Topics</th>
<th>Progress update</th>
<th>Details of progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web presence</td>
<td>In design stage - Work in progress</td>
<td>• Reflection on Partnership section and collaboration with Working Group 3</td>
</tr>
<tr>
<td>Internal Communication strategy</td>
<td>In design stage - Assessment to be finalized</td>
<td>• Workshop on internal communication pain points</td>
</tr>
<tr>
<td>Communication on partnerships</td>
<td>In design stage - Partnership typology in progress</td>
<td>• Work in progress - collaboration with Working Group 3</td>
</tr>
</tbody>
</table>
Working Group on Strategic Partnerships
Ambition - Develop financial and non-financial partnerships to strengthen UNESCO’s positioning and relevance for positive impact towards Agenda 2030

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

- Resource mobilization managed in a more effective and integrated manner
- Structure of the resource mobilization team(s) reviewed
- Quality and number of partners optimized
- Partnership models, in particular for private sector partnerships, reviewed and enhanced
- Level of resource mobilization increased, particularly in the Field offices
### Progress update - topics covered by the group (1/2)

<table>
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<tr>
<th>Topics</th>
<th>Progress update</th>
<th>Details of progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mapping of current UNESCO partners</td>
<td>Finalized</td>
<td>- Consolidation of single database for UNESCO donors (donors, signed agreements and in-kind contributions, as of 2017) to be integrated into CRM</td>
</tr>
<tr>
<td>Mapping of global foundations</td>
<td>In final stage</td>
<td>- Identification of 87 partner foundations incl. 60 potential new partners&lt;br&gt;- Proposition of recommendations for private sector resource mobilization strategy to be integrated into CRM</td>
</tr>
<tr>
<td>Typology of partnerships</td>
<td>In progress</td>
<td>- Draft white paper for review</td>
</tr>
<tr>
<td>Partnership organization and processes</td>
<td>In final stage</td>
<td>- Diagnostic on current UNESCO partnership and resource mobilization process (ex. strengths &amp; weaknesses across the process) and preliminary recommendations incl. benchmarks of best practices on partnership and resource mobilization</td>
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</table>
## Progress update - topics covered by the group since the launch (2/2)

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<tr>
<th>Topics</th>
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<th>Details of progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource mobilization strategy</td>
<td>In progress</td>
<td>• Benchmark of resource mobilization strategy among comparable organizations to identify potential opportunities for UNESCO</td>
</tr>
<tr>
<td>Implementation of CRM</td>
<td>In progress</td>
<td>• Definition of new working methods and finalization of Constituency Relationship Management (CRM) information system allowing all collaborators to share information on exchanges with donors and partners and follow all partnerships status</td>
</tr>
<tr>
<td>Training on UN reform</td>
<td>In initial phase</td>
<td>• With BSP, roll out plan for 2019</td>
</tr>
<tr>
<td>Crypto-currency and crowdfunding opportunities</td>
<td>In initial phase</td>
<td>• Analysis ongoing with interviews of comparable organizations/ Pilot project on crowdfunding for the second UNESCO Engineering Report (ER II) and blockchain for certificates (ED, SC) with KMI</td>
</tr>
</tbody>
</table>
• Crowdfunding for the second UNESCO Engineering Report and blockchain technology for certificates
• UNESCO’s internal Network on Youth
• Survey with Young Talent at UNESCO
• Youth Chapter of the Goodwill Ambassador Programme
• CRM for resource mobilization
• Principles and criteria for partnership management

NEXT STEPS

EXB 206

• Preliminary recommendations for updating UNESCO’s Comprehensive Partnership Strategy (192 EX/5 INF.) and Resource Mobilization Strategy submitted to the Executive Board at its 206th session (spring 2019)
• Coordination with responsible units for Board documents on Category II Centres and IBE
Any questions on the Strategic Transformation?
Strategic Transformation successfully launched, with key achievements to date

**June 2018**
- Governance implemented (Steering Co. & Support unit)
- 4 Working Groups launched
- Working Groups scope and ways of working structured
- Comprehensive diagnosis of UNESCO current status
- List of wave 1 measures to be implemented as part of the transformation
- Internal communication plan elaboration
- ADG ADM & Mgmt’s recruitment
- High Level Reflection Panel selection process launched
- Preliminary list of wave 2 of measures to be implemented

**November 2018**
- Working Groups Members onboarded (59 volunteered staff + Support Unit)
- Working Groups split into 10+ subgroups
- Analysis of ~450 open internal & external audit recommendations
- List of 24 proposals (immediate actions, long-term measures and pilots) among which 10 have been launched
- 1st newsletter on the transformation sent to staff and Member States (Permanent Delegations and Natcoms) with focus on alignment on UN Reform
- Criteria for panel selection defined
- First list of ~70 candidates proposed
- Major consultation with FO Directors / Heads
- 2 status update presentation to Members States on the transformation
- Position taking of ADG/ADM
- ADG/ADM also becoming Working Group 1 co-chair

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

XX Pillar 1  XX Pillar 2  XX Pillar 3
**Zoom on Pillar 2** - 3 key sources of information to define the vision, starting by retrieving the work done in the past

1. Leverage of past reforms and audit recommendations

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

3. New innovative ideas from stakeholders
Zoom on Pillar 2 - Working groups have split their work into subgroups and/or focus groups

1. Operational Efficiency
   - HRM
   - BSP
   - ERI
   - KMI
   - BFM
   - MSS

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

3. Partnerships
   - Resources mobilization & Partnerships
   - Recommendations
   - Youth

4. Global Presence
   - Principles and criteria of UNESCO's presence worldwide
   - Adjustments (short and long term measures) to address and resolve current weaknesses of the field network
**Zoom on Pillar 2** - ~30 deep-dive analysis realized as part of UNESCO Strategic Transformation

**Working Group 1**
**Operational Efficiency**
- **Finalized**
  - Mobility
- **In final stage**
  - Travel Policy
  - Delegation of Authority for Framework for Human Resources Management
  - Extra-budgetary process
- **In progress**
  - Publication process (incl. Communication)
  - Performance Management
  - Recruitment policy
  - Learning & Development
  - Internal Justice System
- **In design stage**
  - Workforce planning

**Working Group 2**
**Communication**
- **In final stage**
  - Social Media policy
  - Web template for field Offices
- **In progress**
  - Celebration of International Days
  - Trademark strategy
  - External communication strategy
- **In design stage**
  - Internal communication strategy
  - Communication on partnerships
  - Web presence

**Working Group 3**
**Strategic Partnerships**
- **Finalized**
  - Mapping of UNESCO partners
  - Mapping of global foundations
- **In final stage**
  - CRM Tool
  - Partnerships organization and processes
- **In progress**
  - Training on UN reform
  - Resource Mobilization strategy
  - Typology of partnerships
  - Crypto-currency & crowdfunding

**Working Group 4**
**Global presence**
- **In final stage**
  - Enhance performance management for Directors/Heads of offices
  - Principles to define vision on UNESCO field presence
- **In progress**
  - Criteria to support UNESCO field presence
  - Responsibilities and accountabilities for the field network
  - UNESCO country strategies

**Transversal**
- Analysis & consolidation of audits recommendations
- UN Reform
- Inclusion of transformation related topics into the biennium budget planning
- Risk management
Continuous implementation and tracking of Wave 1 corrective actions

Regular communication on Strategic Transformation progress and achievements

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

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

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

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