A short story of our journey

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

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

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

The last page is dedicated to the strategic dialogues between the Member States and Major Programmes. The discussions were focused on the major trends and challenges, which will have an effect on UNESCO’s work in the next decade and have successfully generated positive feedback and insights.

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

Support Unit for the Strategic Transformation

New structures to boost the efficiency

Objectives

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

Results achieved

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

“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 [...]”

Audrey Azoulay, 204th session of the Executive Board of UNESCO
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Reaching results and making proposals for strengthening means of action

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

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

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**Step by step towards the change**

- **April 2018**: Strategic Transformation launched
- **June 2018**: 4 Thematic Working Groups are formed
- **October 2018**: Administration and Management Sector formed. Work for 3 new strategies begins
- **December 2018**: Roll-out of the new global Mobility policy
- **July 2019**: 1st series of dialogues between Member States and Major Programmes
- **April 2018**: Educational pillar meeting
COMMUNICATION

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

STRATEGIC PARTNERSHIPS

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

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

ONE YEAR IN FIGURES

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

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

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

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

>25 Deep-dive analysis provided on transformation-related topics

80+ Group meetings held

450+ Audit and evaluation recommendations reviewed

10 Areas of intervention

51 Immediate actions, pilots and long-term measures
Looking for a new path for 2030

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

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

#### Highlights of Strategic Dialogues between Member States and Major Programmes (July 2019)
- Importance of rigorous monitoring and evaluation in view of prioritization and de-prioritization
- Discussions focused on major trends and challenges that will affect UNESCO’s work in the next ten years
- UNESCO’s normative function, and as a laboratory of ideas, providing policy advice and support for capacity development remain valid
- Agenda 2030 as overarching framework
- Priorities on Africa and Gender equality have been reaffirmed
- Need for support to Member States in the area of integrated public policies
- Need to step up the Organization’s engagement with Youth
- Importance of an inclusive, human-rights based and an interdisciplinary integrated approach to meet the 2030 Agenda
- Education is the foundation and vehicle for achieving all the SDGs

2030 perspective is a newsletter published by the Support Unit for Transformation. Contact: Strategic-Transformation@unesco.org