UNESCO Nairobi's Staff Meeting
“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 Executive Board
9 April 2018UNESCO
Current challenges require in-depth strategic review

A fast changing environment

Increasingly strong constraints and challenges

More ambitious goals for UNESCO

The right momentum

Source: 204th UNESCO Executive Board
Where do we want to be... #UNESCO 2030

- Leaders on UNESCO's areas of competences
- Integrating UNESCO action into reflection on ethics and foresight
- Opening up the Organization
- Modernizing UNESCO ways of working
Strengthening UNESCO means of action, necessary steps for programme delivery

Operational Efficiency

Communication

Strategic Partnerships

Presence in the World

Strategic positioning for 2030

- Sectorial strategic consultations by ADGs
- High Level Reflection Group
The Strategic Transformation Process

Communication Strategy

Comprehensive Partnership Strategy

Comprehensive Field Network Strategy

Three major new strategies
Operational Efficiency

Empowering UNESCO Staff

Programme efficiencies

Environmental Management

Valorization of Headquarters
Transformative actions – Operational Efficiency

- Mobility
- Delegation of Authority Framework
- HR and Talent Management IT System streamlining
- Workforce Planning

- Performance management
- Recruitment policy
- Learning and Development
- Internal Justice System

- Extra-budgetary process
- Environmental Management System
- Publication process
- Digital Transformation

- Transversal Teams & Agile
- Valorization of Headquarters

Source: UNESCO
Digital transformation
Communication, advocacy and engagement
Impactful publication
# Transformative actions - Communications

<table>
<thead>
<tr>
<th>Social Media Policy and toolkit</th>
<th>Trademark strategy</th>
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<tbody>
<tr>
<td>External Communication strategy (including UNESCO’s messaging and narrative)</td>
<td>Revamp of UNESCO’s web presence</td>
</tr>
<tr>
<td>UNESCO’s Web presence in the Field</td>
<td>Internal Communications Board</td>
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</table>
Youth engagement

UNESCO’s partnerships

Strategic partnerships
Transformative actions - Strategic Partnerships

- Engaging youth meaningfully
- Engaging with private sector
- Optimizing UNESCO’s Networks

- Comprehensive Partnership Strategy
- First UNESCO guide on resource mobilization
- Crowdfunding opportunities

- Decentralizing resource mobilization officers
- A regional or thematic Partners Forum
- New donation processing service

- Principles & Criteria for partnership management of Category 2 Centers
- UNESCO web pages for partnerships
- On-board donation program
Update on the Strategic Transformation Process:

UNESCO’s Global Presence
## Transformative actions - UNESCO’s Global Presence

<table>
<thead>
<tr>
<th>Topics</th>
<th>Details of progress update</th>
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<tbody>
<tr>
<td>Criteria and principles of field presence</td>
<td>• Preliminary Criteria and principles elaborated and presented to 206th ExB</td>
</tr>
<tr>
<td>Mapping of field network</td>
<td>• In initial phase</td>
</tr>
<tr>
<td>Alignment of UCS guidelines with new UNDAF guidelines</td>
<td>• Design stage</td>
</tr>
</tbody>
</table>
| Coordination structure for FO | • PAX restructuration  
• Activities are ongoing to enhance Field support |
| Strengthening Country Focal Points in multisectoral regional offices/cluster offices | • In initial phase |
Zoom on pillar 3 - Participative reflection on programmes to increase UNESCO relevance & effectiveness for the benefits of Member States

**Sectorial strategic dialogues by ADGs**

**Who**
- ADGs, in collaboration with field offices, sectors, and Member States including National Commissions

**What**
- Identify areas requiring changes

**How**
- Sectorial dialogues on programme performance and impact, challenges and opportunities, and future strategic directions

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**High Level Reflection Group**

**Who**
- Eminent personalities with professional experience in the fields of UNESCO's mandate or in the multilateral system and international cooperation

**What**
- Support DG to scan the external environment, major trends and challenges and identify opportunities and threats to the work of UNESCO

**How**
- Panel consultation to seek advice on emerging trends and challenges
Opportunities:
- Space for analysis, reflection, proposals, etc
- Coordination among various stakeholders
- Strengthening capacity of staff

Challenges:
- UN reform
- Alignment with internal processes
- Integration of Gender Equality
Strategic Transformation in figures

- People involved in the topical groups on a day-to-day basis, 20% of whom from Field Offices
- ADGs to manage the 4 working groups
- Employees working for the Support Unit on a full-time basis
- Directors and Head of offices present at the consultations on strategic transformation
- Presentation to Member States on the transformation
- Deep-dive analysis provided on transformation-related topics
- Group meetings held
- Audit and evaluation recommendations reviewed
- Areas of intervention
- Immediate actions, pilots and long-term measures.

Numbers:
- 70
- >25
- 8
- 80+
- 4
- 450+
- 47
- 10
- 20+
- 51
Conclusion

- Introducing organizational flexibility & Innovation
- Enhanced collaboration & partnerships
- Reform of the field network
- Focused and interdisciplinary Medium-Term Strategy