UNESCO Strategic Transformation
All these factors place UNESCO in a favourable constellation, which affords us an opportunity to get back to the very foundations of our Organization. **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.
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

• Areas where UNESCO has value added and comparative advantage

Integrating UNESCO action into reflection on ethics and foresight

• Ensure that UNESCO regains a prominent place as an intellectual forum and pro-active participant in ongoing international debates

Opening up the Organization

• Strengthen collaboration with civil society, NGOs, academics, youth and private sector

Modernizing UNESCO ways of working

• Improve the organization structure, simplify its procedures and induce a more sustained management culture, for enhanced risk management

Source: 204th UNESCO Executive Board
Key differences with previous transformation

**Context:** a strategic transformation
- Financial constraints
- UN reform
- Strong and growing attention from donors to project impact and measurement

**Ambition:** a global and transversal transformation
- All geographies, sectors and entities involved in the transformation

**Operating model:** innovative and participative transformation
- Agile methodology and participative ways of working
- Pro-active and continuous internal & external communication
- Leverage of both external experts and available best practices

Source: UNESCO
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

Source: UNESCO
Each pillar of the strategic transformation will follow its own work plan and distinct milestones over the course of 18 months.

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Key milestones of the transformation

- 205th ExB
- 206th ExB
- 207th Executive Board
- 40th General Conference

Where we stand

Source: UNESCO
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

Source: UNESCO 205EX/5, Part III.D
Organisation in sub-groups/focus groups

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

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

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

4. Presence in the World
   - Adjustments (short and long term measures) to address and resolve current weaknesses of the field network
   - Principles and criteria of UNESCO’s presence worldwide
Strategic Transformation successfully launched - achievements to date

June 2018

- Governance implemented (Steering Co. & Support unit)
- 4 Working Groups launched

August 2018

- Working Groups scope and ways of working structured
- Comprehensive diagnosis of UNESCO current status
- First proposition of measures to be implemented for the transformation
- Internal communication plan elaboration
- ADG ADM & Mgmt’s recruitment
- High Level Reflection Panel selection process launched

Transformation progress

- 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 and pilots)
- 1st newsletter prepared, to be published in September 2018
- Criteria for panel selection defined
- First list of ~70 candidates proposed
- Major consultation with FO1 Directors / Heads planned

Achievements

1. Field Offices
Strategic Transformation in numbers (June-September 2018)

- Colleagues involved in the thematic working groups, 25% of whom represent FOs: 59
- ADGs to manage the 4 working groups: 7
- Support Unit, on a full-time basis: 4
- Directors and Heads of Offices at the World Café consultations: 47
- Immediate actions proposed by the topical groups: 16
- Audit and evaluation recommendations reviewed: 450+
- Pilots proposed by the topical groups: 8
To best support strategic Pillar 3, Pillar 2 is a first necessary step to strengthen UNESCO means of action.

**Pillar 2 - Strengthening the efficiency of the means of actions**
- Measures to shape the organization into a more agile and effective institution

**Pillar 3 - Strategic positioning for 2030**
- Advice on opportunities and challenges for repositioning UNESCO’s role in the areas relevant for its mandate, taking into account the many challenges that are shaping the world today
Zoom on pillar 3 - Participative reflection on programmes to increase UNESCO relevance & effectiveness for the benefits of Member States

1st stage  Sectorial strategic consultation by ADGs

Who  • ADGs, in collaboration with field offices, sectors, and Member States

What  • Identify areas requiring changes related to the content, implementation, and resources required which entails the identification of new programmes

How  • Sectorial consultations on programme performance and impact, challenges and opportunities, and future strategic directions

2nd stage  Review by high-level reflection group

Who  • 12 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
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