

**The Director-General**

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**Subject:** 2024-25 MOPAN Assessment: Final Report and Launch Event

Dear Excellencies,  
Dear Ms Steensen,

I would like to express our sincere appreciation to the MOPAN Member States and the MOPAN Secretariat for their professionalism and constructive engagement in carrying out the 2024-25 Assessment of UNESCO.

We are also grateful for the leadership demonstrated by the two Institutional Leads -- the United Kingdom of Great Britain and Northern Ireland and Qatar -- throughout this process. Your active engagement, particularly in presenting the interim findings of the Assessment to UNESCO's Permanent Delegations, helped generate informed interest from Member States and key stakeholders.

We commend the MOPAN Secretariat for delivering a high-quality analytically robust report that offers a thorough and well-evidenced assessment of UNESCO's performance. The findings are especially valuable as they align with those of the 2017-18 Assessment which coincided with the preliminary findings that informed UNESCO's Strategic Transformation. This continuity highlights a sustained trajectory of institutional strengthening and performance improvement.

The Assessment provides a clear and constructive picture of both areas of strength and areas where further improvements need to be pursued. In this regard, the report is an especially useful tool to inform ongoing organizational learning, decision-making, and the refinement of internal processes.

The positive findings of this Assessment are both encouraging and a testament to our collective efforts. UNESCO welcomes the recognition of its continued effectiveness, relevance and its ability to meet the high standards of a modern multilateral Organization. This reaffirms our commitment to transparency, accountability, continuous learning, and delivering results efficiently and with value for money.

We are especially proud that the 2024-25 MOPAN Assessment recognizes UNESCO's strong progress since the last Assessment. This reflects, the strengthening of our interdisciplinary work and the introduction of key measures to better capitalise on the Organisation's broad expertise. Notably, UNESCO's Medium-Term Strategy was highlighted as a best-in-class example of articulating a clear, long-term vision among UN entities. The Assessment also underscores our improved policy support for the Sustainable Development Goals (SDGs), our integrated approach to global challenges, and meaningful gains in demonstrating cost-efficiency.

We are also pleased that the Assessment underscores UNESCO's agility and innovation, particularly in response to global challenges. It recognizes our increased role in crisis preparedness and response, which is driving innovative interdisciplinary work and positioning the Organization to anticipate and address emerging global issues more effectively. We take pride in the increasing demand from Member States for UNESCO's normative and programmatic support. The Organization continues to excel in combining these roles with unique expertise and authority that support governments in shaping and implementing policies around the world.

We welcome the acknowledgement of the overall improvement of UNESCO's communication and outreach ([Annex, Communication](#)), thanks to its renewed communication strategy. The need to better showcase UNESCO's added value and impact on the ground is at the heart of our communication efforts.

We also take careful note of the areas for further improvement identified in the Assessment. As MOPAN rightly observes, good practices exist across the Organization, but there is a need to more systematically institutionalize them. In this context, I am pleased to outline some key steps already underway. A more detailed overview of planned measures—designed to be implemented incrementally and in line with available resources—is provided in the attached Annex.

- The **reorganization of the field network** ([Annex, Area for further improvement 1](#)) has established a two-tier system of Regional and Country Offices aimed at strengthening accountability and enhancing alignment with UN structures. While this marks important progress, some challenges remain. To this end, efforts are ongoing to optimize resource allocation across Field Offices, address capacity gaps, clarify roles and accountabilities, and strengthen risk mitigation through improved control mechanisms. In addition, new strategy documents for Regional and Country Offices—set to launch in 2026—will reinforce UNESCO's strategic positioning in support of regional and national priorities.

- **UNESCO has taken concrete steps to modernize its corporate systems** ([Annex, Area for further improvement 2](#)) in response to longstanding challenges, particularly in human resources planning and risk management. To this end, the Human Resources Strategy for 2023-2027 is advancing the development of standardized job profiles, while also improving recruitment processes, workforce composition, and equitable staff mobility. At the same time, updates to UNESCO's Enterprise Risk Management Framework—including a review of the Top 10 Corporate Risks and the operationalisation of a Committee for the Review of High-Risk Projects—are strengthening risk governance, management, and internal controls. Additionally, continued and enhanced financial support for digital transformation remains essential to enable more effective application of results-based budgeting in UNESCORE.
- **UNESCO continues to make progress in the consistent application of Results-Based Management (RBM) and tracking performance and efficiency for results** ([Annex, Area for further improvement 3](#)). Building on existing good practices, UNESCO is reinforcing its monitoring function, including institutionalized feedback and programme reviews to better track achievements and address poor performance. The Draft Programme and Budget (43 C/5) introduces a more robust Integrated Results and Resources Framework, structured for the first time around three results levels (strategic objectives, outcomes, and outputs), with harmonized performance indicators and improved, actionable data from UNESCORE. This will be the basis for more meaningful performance dialogues with Member States and other stakeholders. In parallel, efforts to address limited evaluation capacity outside Headquarters are underway, including the recruitment of regional evaluation associates.
- **UNESCO is advocating to improve the quality of its funding** ([Annex, Area for further improvement 4](#)), notably flexibility, predictability and scale, and promoting a shift towards multi-year, high-impact transformative programmes. As part of this effort, the Programme and Budget (C/5) now includes an Integrated Budget Framework that includes voluntary funding for a better alignment of the entire UNESCO's funding envelope with the Organization's strategic priorities. This is accompanied by regular Structured Financing Dialogues with Member States to foster better understanding of UNESCO's unique funding situation, needs, funding patterns over time and their impact on the achievement of results. Additional measures include strengthening thematic funding instruments, enhancing reporting and donor visibility. The MOPAN assessment is particularly valuable in fostering more flexible and responsive support from Member States. Such support is all the more critical in the current context, where financial pressures linked to the non-payment of assessed contributions by certain Member States pose challenges. This situation calls for strengthened collective efforts to safeguard the universality of the Organization's mandate, especially as the share of voluntary contributions continues to grow.

Finally, a strong and constructive relationship between the Secretariat and Member States is essential for enhancing UNESCO's accountability and agility in responding to emerging opportunities and challenges—including in addressing the areas for improvement identified above. In light of the MOPAN observation regarding tendencies toward micro-management, which can hinder efficiency, we have increased the number of regular information sessions and bilateral consultations with Member States to strengthen the collaboration between the Secretariat and the Governing Bodies. This would help reaffirm respective roles and responsibilities and support a more strategic and effective mode of engagement.

UNESCO fully acknowledges that the MOPAN Assessment resulted in an independent, rigorous, credible, evidence-based, comprehensive assessment of the Organization, representing an excellent baseline against which to assess progress. We will use the Assessment as a catalyst for further, working in close consultation with our Member States to enhance UNESCO's efficiency, effectiveness, and relevance. This comes at a pivotal moment, as UNESCO marks its 80th anniversary and broader reform efforts gain momentum. Our shared goal is to support Member States in advancing the 2030 Agenda and to contribute meaningfully to shaping and delivering an ambitious post-2030 agenda, in full alignment with UNESCO's mandate.

I renew my sincere thanks to you for the vital role that you have played in the Assessment.

Yours sincerely,

A handwritten signature in black ink, reading "Audrey Azoulay", written over a horizontal line.

Audrey Azoulay

## Technical Annex

For ease of reference, the Micro-Indicators (MI) in the hereunder tables refer to the MOPAN rating colour scale: ■ Satisfactory, ■ Unsatisfactory.

### Area for further improvement 1 – Ensure that the field office network is effectively resourced and managed, equipped with the necessary policies, and that there is a clear and appropriate division of responsibilities between the Bureau of Strategic Planning and Priority Africa and External Relations

The **reorganization of the field network** implemented in January 2024, provided a uniform two-tier system of Regional and Country Offices responding to Member States priorities in line with the unique nature of UNESCO’s mandate. This streamlined structure is conducive to more effective accountability and alignment with UN structures, although some challenges persist. Efforts are underway to optimize resource allocation to Field Offices and address capacity gaps, using supplementary funding for administrative backstopping and support in core functions. Additionally, UNESCO is supporting the implementation of the accountability framework through internal processes and practical guidance which further define roles and accountabilities and establish control mechanisms to mitigate risks. Furthermore, UNESCO is finalizing the guidance on strategy documents for Regional and Country Offices to bolster UNESCO’s strategic positioning in response to regional and national priorities. These strategy documents, set to be rolled out in 2026, will improve learning, results monitoring and accountability, strengthen the engagement within the UN system, enhance partnerships leveraging UNESCO’s wide-ranging ecosystem of partners, and support resource mobilization for sustainable operations and impact on the ground.

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<p><b>MI 1.2:</b>  <b>Organisational architecture congruent with a clear long-term vision and associated operating model</b></p>	<p><b>Reorganization of the field network</b></p> <ul style="list-style-type: none"> <li>• Due to financial constraints, the reorganized field structure was built on the strengths of the existing structure and reinforced, with limited structural changes. The revised network is organized in a uniform two-tier system (Regional and Country Offices), as recommended by various evaluation and audit reports to better respond to Member States needs and priorities. The streamlined structure brings more effective accountability, reporting lines, and responsibilities, as well as better alignment with United Nations system structures and practices in order. The strategy also ensures that the particularities of each region are considered.</li> <li>• UNESCO’s Regional Offices serve a dual role: (1) providing intellectual and strategic direction, as well as political guidance, at the regional level. This includes overseeing programme coordination and Field Office activities within the region, leading the implementation of regional programmes and projects, “and offering technical and administrative support for programme implementation at the country level. (2) The Regional Offices also implement UNESCO’s mandate in the countries under their jurisdiction. In addition, certain</li> </ul>

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
	<p>Regional Offices also ensure UNESCO's active engagement in the regional UN Development System (UNDS).</p> <p><b>Field and Headquarters collaboration</b></p> <ul style="list-style-type: none"> <li>• Regular dialogues (one per month) between the Sectors and Field Offices are organized by PAX to improve communication, align goals, and address overall challenges encountered.</li> <li>• In addition, certain Sectors have implemented structured virtual monthly Talks, to strengthen communication, alignment, and mutual support between the Sector and Field Offices. This initiative serves as a platform for knowledge exchange, capacity strengthening, and enhanced coordination within the Sector. They are designed to bring together programme specialists from Field Offices and Headquarters, along with external experts, policymakers, and partner organizations, to discuss emerging priorities, intersectoral collaboration, and challenges in programme implementation.</li> </ul>
<p><b>MI 3.1:</b>  <b>Organisational structures and staffing ensure that human and financial resources are constantly aligned and adjusted to key functions</b></p>	<ul style="list-style-type: none"> <li>• The 42 C/5 framework envisaged the creation of 71 new fixed-term posts (60 additional and 11 reprofiled). These positions aimed to address critical gaps, particularly through the recruitment of programme specialists in under-resourced Offices and the reinforcement of key functions such as internal control, procurement, and UN coordination.</li> <li>• Further efforts are needed to ensure the optimal allocation of human and financial resources to Field Offices and to progressively address existing capacity gaps. To this effect, supplementary regular programme activity costs and voluntary contributions have been used to provide administrative backstopping and support in gender equality, evaluation, resource mobilization, and communication at Regional and Country Office levels.</li> </ul> <p>Key initiatives include the deployment of partnership experts to 13 Regional Offices, the reinforcement of staffing at Liaison Offices, and the provision of seed funding to 13 Country Offices to enhance partnerships and resource mobilization. Additional seed funding is being allocated to several Field Offices operating in crisis contexts to enhance their participation in the UN's integrated crisis response. Field Offices may also apply for targeted support, with Headquarters continuing to offer technical expertise and capacity-building assistance.</p> <p>The UNESCO strategy documents to be rolled out from 2026 will also help Field Offices to identify the human and financial resources required to achieve results.</p> <ul style="list-style-type: none"> <li>• The Secretariat will continue to explore and identify opportunities to help address persistent capacity gaps in Field Office, while being mindful that the Organization's current financial uncertainty does not allow to reallocate resources to the field.</li> <li>• With regards to the UN application of mutual recognition principles, UNESCO has joined the United Nations Fleet and the United Nations Booking Hub, which implement key principles of Mutual Recognition.</li> </ul>

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<p><b>MI 3.3: Resource reallocation/programming decisions responsive to need can be made at a decentralised level</b></p>	<ul style="list-style-type: none"> <li>• The UNESCO's overarching Accountability Policy Framework — outlined in document 221 EX/26 and aligned with the recommendations of the 2023 report of the United Nations Joint Inspection Unit (JIU) — ensures institutional responsibility and performance across UNESCO.</li> <li>• In parallel, the Secretariat has initiated work to support the implementation of the Framework through internal processes that will define operational roles and accountabilities in greater detail. For instance, the roles and responsibilities within the Division of Partnerships, including the delegation of authority for signing funding agreements, have been redefined in October 2024.</li> <li>• A central focus of this effort is the mitigation of risks linked to delegated responsibilities by establishing clear role definitions and appropriate control mechanisms.</li> </ul> <p>While the functions and responsibilities of UNESCO Secretariat entities — both at Headquarters and in the field — are outlined in document 215 EX/5.III.A (September 2022), additional practical guidance is being developed. This will take the form of Accountability Compacts and Matrices, designed to address field-specific challenges, including also staff wellbeing and operational compliance.</p> <ul style="list-style-type: none"> <li>• Field Offices also operate within the legal frameworks established through Host Country Agreements, requiring compliance with both local laws and UNESCO's international obligations, based on their essential role in the Organization's decentralized accountability architecture.</li> </ul>
<p><b>MI 5.1: Interventions/strategies aligned with needs of beneficiaries and regional/ country priorities and intended national/regional results</b></p>	<ul style="list-style-type: none"> <li>• UNESCO is finalizing, with inputs from field colleagues, guidance on and templates for strategy document Field Offices to bolster UNESCO's strategic positioning at country and regional levels, in response to national and regional development priorities, and with direct links to national and regional goals. They will be piloted in 2025 and the elaboration of strategy documents in all UNESCO Field Offices will be rolled out from 2026. The country and regional Strategies aim to bring sharper focus to UNESCO's field interventions in alignment with national and regional priorities as well as the UNSDCF, hence strengthening its engagement within the UN system. They will help standardize key messages, enhance partnerships, improve learning, results monitoring and accountability, support workforce planning for effective programme delivery, and include resource mobilization plans to secure funding for strategic initiatives. Pending finalization of these guidelines, some Field Offices have elaborated their strategy document structuring it around the UNESCO Medium-Term Strategy. Contingent on available funding, it is envisaged to use UNESCO financial mechanism that consists in reserving 1% of the activity budget of UNESCO Major Programmes to enhance Field Offices participation within the broader United Nations (UN) system to support the elaboration by Field Offices of the country/regional strategies and their alignment with UNSDCF and other mechanisms.</li> <li>• As UNESCO increases its participation in the UNSDCFs and strengthens its close collaboration with UN agencies, UNESCO's global programmes are being translated into context-specific actions to address national/regional</li> </ul>

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
	<p>priorities and the needs of beneficiaries (e.g., teachers, students, journalists, scientists, artists and cultural professionals, etc.). To amplify its impact at the local, national, and global levels, UNESCO will further facilitate leveraging its wide-ranging ecosystem of partners, including National Commissions, Category 2 Institutes under the auspices of UNESCO, UNESCO networks, designated sites, UNESCO Chairs, associated schools, etc. which are rooted in their communities, clarifying UNESCO's value proposition to partners and helping to mobilize resources for sustainable operations. In support of the above and based on funding availability, UNESCO continues to allocate dedicated reinforcement funds to Field Offices to support the development of strategies and related engagement in UN common country (and regional) programming exercise.</p>

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**Area for further improvement 2 – Modernisation of UNESCO's corporate systems should continue at pace, including improvement of the Enterprise Risk Management, strengthened human resource planning and implementation of UNESCORE ensuring it meets needs and underpins strong performance and results management**

**UNESCO has taken concrete steps to modernize its corporate systems** in response to longstanding challenges, particularly in human resources planning, and risk management. While progress has been made, advancements remain uneven due to financial constraints and limited staffing capacity in corporate functions.

Despite these constraints, the Human Resources Strategy for 2023-2027 is driving the development of standardized job profiles, improving recruitment, workforce composition and fair staff mobility, supported by new processes for better alignment with organizational goals.

UNESCO is reinforcing its risk governance, management and internal controls, via the update of its Enterprise Risk Management mechanisms, the inclusive review of the Top 10 Corporate Risks, and the operationalisation of the Committee for the Review of High-Risk Projects. The reactivated Programme Coordination Group has ensured the engagement of all UNESCO's Sectors and Services in these initiatives. In addition, the Environmental and Social Sustainability Framework is being operationalized with notably the development of a risk assessment tool to address environmental and social risks, including potential sexual exploitation and abuse in field operations. In line with the 2024 Internal Oversight Services Disclosure Policy, internal audits are also now fully disclosed online, reinforcing transparency and accountability.

Furthermore, the Secretariat has implemented measures to address overcommitment, enhancing monitoring and budget control, including the establishment of two new divisions for finance and budget management, of a new Budget and Finance Committee as well as a technical automated system to improve financial visibility of available funds. Similarly, efforts are being pursued to strengthen the application of results-based budgeting in UNESCORE.

➤ Human Resources

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<p><b>MI 3.1:</b>  <b>Organisational structures and staffing ensure that human and financial resources are constantly aligned and adjusted to key functions</b></p>	<ul style="list-style-type: none"> <li>• The longer duration of the recruitment process highlighted by the report is due to multiple factors, such as the need to extend search periods to ensure a larger pool of qualified candidates from non- and under-represented Member States: with the objective of enhancing the geographical representation and gender balance. The increased use of assessment modalities (such as prerecorded video interviews), to facilitate an enhanced preselection process, may have also added to the duration of the process. Finally, the additional layer of internal review and approval, have had an impact on the overall recruitment timeline.</li> <li>• In this regard, it is important to recall that, at UNESCO, the authority to appoint international professional and director staff on fixed-term contracts rests with the Director-General.</li> <li>• As a result of the strategic transformation process, the Director-General decided in March 2019 to streamline the procedure and to delegate the authority for fixed-term appointments from P1 to P4 posts to the Assistant Director-Generals (Administrative circular AC/HR/66). However, to ensure that the objectives of geographical representation are taken into account from a corporate viewpoint, the Director-General decided in November 2023 to suspend this delegation of authority and reinstated the normal procedure into force. The geographical representation has increased since January 2024 from 154 (79%) Member States represented to 157 (81%) as of December 2024. A transparent and competitive procedure is applied to all recruitments.</li> <li>• The Deputy Director-General is currently working with the Director of the Bureau of Human Resources Management (HRM) to review and improve the efficiency and effectiveness of the recruitment process.</li> </ul> <p><b>Workforce Planning</b></p> <ul style="list-style-type: none"> <li>• New processes will incrementally standardize job profiles, improving workforce composition, and ensuring fair staff mobility and career development, in particular as part of the HR Strategy for 2023-2027.</li> <li>• A committed and corporate effort is underway to put in place a more proactive approach to embed workforce planning principles into strategic and operational processes across the Organization.</li> <li>• A dedicated unit responsible for the coordination of workforce planning processes has been established in HRM, and workforce planning guidelines were developed for Sectors and Field Offices in the context of preparations for the Draft 43 C/5 Programme and Budget. The guidelines encompass key HR principles including optimal workforce composition (staff and affiliate personnel), organizational structures, core and/or continuous functions, skills and job profiles needed for the future, as well as advice on the appropriate use of contractual modalities.</li> <li>• HRM organizes meetings every semester to review each Sector's workforce plans taking due account of other HR processes such as succession planning,</li> </ul>

	<p>talent outreach, HR partnerships, mobility, learning, and career development. Representatives from the Bureau of Strategic Planning, the Division of Budget Management and Division of Field Coordination also participate in these meetings to ensure strategic and budgetary alignment and coherence.</p> <ul style="list-style-type: none"> <li>• Additionally, the UNESCO strategy document to be developed by each Field Office is planned to include a section on strategic workforce planning to ensure that Field Offices actively indicate the human resources necessary to achieve the expected results.</li> <li>• It is important to highlight that the availability of sustainable and predictable financing for staff costs affects the extent of improvements possible to the harmonization, alignment and stability of structures, workforce composition and contractual arrangements. This in turn impacts the ability of the Organization to offer attractive conditions of employment to highly qualified candidates and to retain the workforce required to fulfil the mandate of the Organization.</li> </ul> <p><b>Mobility</b></p> <ul style="list-style-type: none"> <li>• Mobility is indeed challenging in UNESCO because of the requirements for specialist knowledge and expertise and the need to maintain staff expertise. There was a strong awareness of this during the last mobility exercise. Going forward, workforce planning is one of the mechanisms which are expected to improve the mobility process and ensure that specialist knowledge is preserved.</li> <li>• In terms of incentives, UNESCO has increased promotion opportunities through the mobility exercise, by allowing staff to apply to 2 higher graded posts. As a result, 29% of the moves in 2024 were with promotions, which is a significant increase compared to the last exercise in 2021 where 13% of the moves were promotions.</li> <li>• In terms of support, flexibility in the timing of staff moves was introduced to address family considerations. The Services Section was reorganized in 2024 to improve services, including with a Team dedicated to Onboarding which provided enhanced support to staff in the mobility exercise.</li> <li>• The mutual recognition of HR rules and processes (e.g., recruitment, rosters, inter-agency mobility) is under consideration and will be led by the CEB HR Network, of which UNESCO is an active member. The application of mutual recognition agreement for inter-agency mobility may require revisions of the legal framework specific to each UN entity.</li> </ul>
<p><b>MI 3.4: HR systems and policies are performance based and geared to the achievement of results</b></p>	<ul style="list-style-type: none"> <li>• In 2024, a mandatory performance objective for supervisors was introduced to promote a performance-oriented culture within teams with targeted workshops and one-to-one coaching sessions offered to staff and managers. A monthly series of Performance Insights sessions were also introduced to foster interactive discussions on key performance topics, with a large audience participation.</li> <li>• UNESCO's Internal Oversight Service is currently conducting an audit of the performance management system. This review will assess the existing framework and may lead to further recommendations aimed at enhancing its effectiveness.</li> </ul>

➤ Risk Management, including monitoring and budget controls / UNESCORE

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<p><b>MI 5.4: Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks</b></p>	<p><b>Enterprise Risk Management (ERM) Mechanisms</b>            UNESCO has been progressively strengthening its ERM mechanisms from different fronts:</p> <ul style="list-style-type: none"> <li>• The Annual Control Self-Assessment exercise aims at identifying the operational status of internal control practices across the Organization and with the participation of all entities.</li> <li>• The definitions of Top 10 Corporate risks are being updated through a consultative process and expected to be presented to the 222nd Executive Board. All Sectors/Bureaux/Offices are being consulted to capture changes at the operational level regarding risk identification and the corresponding assessment (impact and likelihood) of the current Top 10 Corporate Risks. These are being developed in a consultative process led by ADM/RCP, involving also presentation to the Programme Coordination Group (PCG) and Conseil de direction stratégique (CDS). This review follows a dual-track approach to redefine the key risks that necessitate a coordinated response at the UNESCO entity level. This includes a bottom-up collection of inputs, starting with the implementing teams in the field, central services, and Category 1 Institutes, in combination with a top-down exercise to validate with senior management the major risks that are transversal and may impact the overall direction of the Organization and thus require corporate mitigation strategies.</li> </ul> <p><b>Committee for the Review of High-Risk Projects (CRHRP)</b>            The Committee for the Review of High-Risk Projects (CRHRP) continues to be fully operational with regular meetings serving as an important escalation mechanism for projects funded from voluntary contributions exceeding US\$3M that are assessed as high-risk, either at inception or during implementation, or potential private sector partners flagged as high-risk through a due diligence process. A review of the CRHRP Terms of Reference is currently underway to ensure alignment with UNESCO's new corporate risks, the Environmental and Social Sustainability Framework, and to further strengthen the Organization's capacity to identify, mitigate, monitor, and respond to risks associated with high-risk initiatives.</p> <p><b>Protection from Sexual Exploitation and Abuse (PSEA)</b></p> <ul style="list-style-type: none"> <li>• The Ethics Office distributed targeted communication material to Field Offices, most notably a practical toolkit designed for Directors/Heads of Office and PSEA Focal Points with key information on sexual exploitation and abuse and that highlights the essential responsibilities of managers in creating and maintaining an environment that promotes a respectful and safe culture. In addition, printed and online posters to clarify PSEA reporting procedures along with contact information were shared with each Field Office and at</li> </ul>

	<p>Headquarters. In 2024, in order to raise awareness even further, the Ethics Office made available online documentation on the victim-centred approach and communicated during meetings with PSEA focal points, the importance of becoming familiar with best practice and helping to disseminate it at their duty stations.</p> <ul style="list-style-type: none"> <li>• The Ethics Office will produce a PSEA and Harassment risk assessment tool to guide the risk management approach that should be undertaken throughout the Organization, with specific emphasis on our field-based operations. It will also support UNESCO Field Offices to strengthen internal controls and preventive measures, identify key sexual exploitation and abuse risk factors, and improve inter-agency engagement and alignment on this topic.</li> </ul> <p><b>Environmental and Social Sustainability Framework (ESSF)</b> UNESCO has developed tools and guidance to operationalize its Environmental and Social Sustainability Framework (ESSF). It describes the procedures to enhance the current analysis on environmental and social risks with the intent to avoid and minimize unintended adverse impacts from UNESCO programmes, programme-related services, corporate services, and management on people and the environment, including potential risks of sexual abuse with respect to host populations. The tools ensure the full and effective stakeholders' engagement, including through a Stakeholder Response Mechanism (Cf. MI 6.7). The ESSF has been finalized and presented to the PCG and is now being integrated into UNESCO Administrative Manual.</p>
<p><b>MI 4.5: Issues or concerns raised by internal control mechanisms (operational and financial risk management, internal audit, safeguards etc.) are adequately addressed</b></p>	<p><b>Programme Coordination Group (PCG)</b></p> <p>The reactivated PCG is the second highest in-house coordination group, under the Conseil de direction stratégique (CDS). It meets regularly and provides in-house coordination on strategic, programmatic and operational cross-cutting matters. Inter alia, it provides forum for strategic issues pertaining to the follow up to Internal Oversight Service audits and evaluations, review of the Organization's top 10 risks, and for high-level issues arising from the work of the Committee on the Review of High-Risk Projects as applicable.</p> <p><b>Transparency of audit</b></p> <p>Since May 2024, to increase its transparency UNESCO publishes and makes available internal audit reports (not only summaries) produced by its Division of Internal Oversight Service on the internet (IOS website).</p>

<p><b>MI 4.2: Allocated resources disbursed as foreseen (notably 4.2.4)</b></p>	<p><b>Overcommitment and budget control</b></p> <ul style="list-style-type: none"> <li>• Following an audit by IOS, the Director-General presented a report on structural adjustments to the Executive Board in October 2024, which introduced the creation of two new divisions separating financial and budget functions, effective 20 December 2024: Financial Services and Budget Management. The Division of Financial Services is responsible for the provision of corporate financial services (accounting, treasury, payroll, accounts receivable, accounts payable) and the Division of Budget took over the function of resource planning, budget monitoring and reporting.</li> <li>• The Secretariat has taken measures to enhance monitoring and budget controls, addressing observations from External Auditors and IOS. These measures aim to prevent financial management shortcomings and overcommitment in the Regular Budget. By December 2024, eight of the ten agreed actions were implemented, and IOS has reviewed and confirmed their status (report to the Executive Board, March 2025 – 221 EX/5.II.A).</li> <li>• In addition, a Budget and Finance Committee under the Chairmanship of the Deputy Director-General was established in November 2024. The main purpose of the committee is to monitor financial risks faced by the Organization in the implementation of its programmes and activities.</li> </ul>
<p><b>MI 4.3: Principles of results-based budgeting applied</b></p>	<p><b>Visibility of funds and budget procedure guidance</b></p> <p>Concerning the budgeting process, documentation outlining the primary responsibilities and accountabilities have been thoroughly documented. An internal manual of budget procedures is currently being finalized and will be submitted to IOS for review.</p> <p><b>IT systems, including UNESCO</b> (cf. <a href="#">Annex, Area for further improvement 3 MIs 7.4 and 8.5</a>)</p> <p>The development of a technical automated solution in SAP has been successfully completed, ensuring that the available Regular Budget is displayed at the budget rate. This solution was implemented following the year-end closing of accounts of 2024. This solution provides improved visibility of funds available and enhance both budget monitoring and budget controls.</p> <p>Underpinned by UNESCO’s Medium-Term Strategy for 2022–2029 (41 C/4) and the Programme and Budget (C/5), and as part of its digital transformation efforts, UNESCO will continue to strengthen the application of results-based budgeting principles within its core systems. To further advance these efforts in UNESCO, features to support 43 C/5 indicator reporting are planned for incorporation, along with annual milestones to enable evidence-based monitoring of both budget and results on an annual basis.</p>

### Area for further improvement 3 – UNESCO must strengthen its capacity to track performance, efficiency and results, and its RBM application approach needs to be applied more consistently across the Organisation

**UNESCO has demonstrated progress in tracking performance, efficiency, and results and in applying the RBM approach more consistently**, notably the development of Theories of Change and robust Results Frameworks at the Thematic level with their associated programme reviews and IT systems. Building on these good practices, UNESCO will continue to systematically improve the way it tracks progress and achievements, and addresses poor performance. Reinforcing the monitoring function will bring gains in transparency, accountability, analysis and learning, and decision-making for adaptive management. The Draft Programme and Budget (43 C/5) lays the foundation through a strengthened Integrated Results and Resources Framework, structured for the first time around the Organization's three results levels (i.e. strategic objectives, outcomes, and outputs) with elevated and harmonized performance indicators, which will nurture enriched outcome-oriented organizational assessments. The introduction of annual milestones complementing the baselines and biennial targets, will enable more factual annual monitoring and reporting for learning and accountability, as well as timely course correction when necessary. These will serve as the basis for performance dialogue with Member States and other stakeholders. These improvements will be supported by UNESCO's digital transformation, including through the UNESCORE Programme, which will generate high-quality, actionable performance data aligned with strategic priorities. Building on the MOPAN recognized good practices, institutional guidance will be elaborated to institutionalize feedback loop and programme review mechanisms at the Sector, Thematic, and Field levels, ensuring greater consistency and effectiveness across UNESCO.

Furthermore, while decentralized evaluations have improved, challenges persist due to limited expertise outside Headquarters. To address these gaps, efforts include the recent recruitment of regional evaluation associates and the finalization of an accountability framework to standardize processes across regions.

#### ➤ Use of lessons learnt

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen.
<b>MI 8.4: Mandatory demonstration of the evidence base to design new interventions</b>	<p><b>Evaluation</b></p> <ul style="list-style-type: none"> <li>• The IOS Evaluation Office consistently promotes the use of UNESCO evaluations when developing and or adjusting new interventions. The annual synthesis report is a valuable resource in this regard. However, often what is required are more specific lessons from interventions in specific areas of UNESCO's mandate, where previous decentralized evaluations are a valuable but underutilized source of knowledge and understanding. While these decentralized evaluations are already available on the intranet in the Evaluation Knowledge Hub, to facilitate access and use, IOS Evaluation plans to further develop the Hub and its dissemination, as well as develop a public database with UNESCO decentralized evaluations with user friendly searchable modalities.</li> <li>• Furthermore, five regional evaluation associates, who started their duties end-2024, will help ensure uptake of evaluation learning.</li> </ul>

	<p><b>Draft Programme and Budget for 2026-2029 (43 C/5)</b></p> <ul style="list-style-type: none"> <li>• The Strategic Results Report 2024 (SRR24) was a key mechanism to demonstrate UNESCO's impact through the analysis and the assessments of the implementation of its programmes. With the SRR24, UNESCO acknowledged gaps in its ability to identify and address poor performance, demonstrate achievements beyond activities and outputs, and become an outcome and impact-oriented learning Organization.</li> <li>• Based on this analysis, the Draft 43 C/5 has built on the lessons learned from the past programme cycles, to expand past successes, address persistent challenges, and mitigate risks while future proofing UNESCO's programmes to maximize relevance, impact, and agility. For instance, UNESCO is expanding its intersectoral programmes, taking into account the lessons learned from the past programme cycles and a review undertaken on the practices of delivering through intersectoral collaboration. Moreover, a strengthened Results Framework aims to address the impact measurement gaps identified in the SRR24.</li> </ul> <p><b>Feedback loop mechanisms</b></p> <ul style="list-style-type: none"> <li>• On the basis of MOPAN findings, a <b>good practices mapping of feedback loop mechanisms is being conducted</b> to enhance the use of lessons learnt into new interventions or subsequent iterations of the intervention. Corporate guidance will be elaborated and further tailored to institutionalize selected mechanisms at the Sector, Thematic and Field levels. Examples of good practices have already been compiled such as the systematic gathering of stakeholders feedback and human results stories through outcome harvesting and participatory workshops approaches, the organisation of annual reflection meetings to engage stakeholders on key achievements and challenges for future actions, or Sector-level monthly structured virtual talks and managements meetings to facilitate information sharing and cross-fertilization.</li> </ul>
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➤ **Evaluation**

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
MI 8.2: Consistent, independent evaluation of results (coverage)	<ul style="list-style-type: none"> <li>• The quality of <b>decentralized evaluation function</b> has improved to some extent by enhancing the evaluation focal point network, targeted training (including e-learning), development of methodological guidance and easily accessible tools in the Evaluation Knowledge Hub. However, persistent challenges remain and are principally derived from the absence of dedicated evaluation expertise outside of Headquarters.</li> <li>• In this regard, in fall 2024 five evaluation professionals were recruited, under UN Volunteer contracts, as regional evaluation associates for the Regional Offices of Dakar, Doha, Nairobi, Montevideo and Bangkok. These five professionals, who started their duties end-2024, will help address deficiencies in the decentralized evaluation practice, such as the absence of management responses and weak dissemination and uptake of evaluation learning. A more sustainable funding modality is being developed for these five regional</li> </ul>
MI 8.6: Clear accountability system ensures responses and follow-up to and	

<b>use of evaluation recommendations.</b>	<p>evaluation associates, who have been funded in 2025 from the IOS Evaluation Office budget.</p> <ul style="list-style-type: none"> <li>• Furthermore, a <b>detailed accountability framework</b> is being finalized to clarify responsibilities and harmonize processes across Sectors. UNESCO must manage the complexities of implementing a harmonized accountability framework across diverse regions while addressing disparities in resources and capacities between Programme Sectors.</li> </ul>
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➤ **Monitoring, identified, tracked and addressed low performance / UNESCORE**

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<b>MI 7.4: Monitoring systems generate high-quality, useful performance data in response to strategic priorities</b>	<p><b>Further reinforcing the monitoring function</b></p> <ul style="list-style-type: none"> <li>• UNESCO will continue its effort to <b>address poor performance</b>, in particular via the <b>reinforcement of the monitoring function</b> for stronger transparency, accountability, analysis and learning, and decision-making for adaptive management. The <b>Draft 43 C/5</b> lays the foundation through a strengthened Integrated Results and Resources Framework connecting results and resources, structured for the first time around the Organization's three results levels: Strategic Objectives, Outcomes, and Outputs. Elevated and harmonized performance indicators (PIs) are defined at each level to systematically track progress and achievements, with baselines and biennial targets, complemented by annual milestones to enable more factual annual monitoring and reporting for learning and accountability, as well as timely course correction when necessary. This will be further supported by the PI methodology notes, capturing <i>inter alia</i> quantitative and qualitative dimensions of change, to ensure consistent measurable results across the Organization. In line with the MOPAN Assessment findings, efforts will be undertaken to apply the Organizational (C/5) approach <b>more consistently across the Thematic/Programme and Projects levels</b>, thereby enhancing the direct link among the three programmatic levels. In turn, this will further facilitate the robust aggregation of data, demonstrating how specific initiatives contribute to higher level results.</li> </ul>
<b>MI 8.5: Poorly performing interventions proactively identified, tracked and addressed</b>	<ul style="list-style-type: none"> <li>• Furthermore, UNESCO will consider <b>innovative mechanisms</b>, subject to available resources, such as the establishment of regional monitoring associates, in line with the 5 regional evaluation associates successfully deployed in the field, or the leveraging of the Monitoring and Evaluation Officers Network. In line with its successful improvement of the evaluation function, UNESCO will seek to further <b>secure adequate and systematic funding for RBM, including monitoring</b> at the project level and explore alternative mechanisms for the corporate level. In line with the 'Robust anchorage between programmatic levels' methodology and the RBM Formulations Toolkit, <b>monitoring guidance and tools</b> will be further developed building on UNESCO and UN system good practices. For instance, it will regard conducting systemic inception and monitoring workshops or data collecting methods that engage meaningfully all constituencies, such as outcome</li> </ul>

harvesting or community-based monitoring, as well as practices to address low-performance including root cause analysis and adaptive management.

- UNESCO will also continue to refine its tools to better capture the added value of its **intersectoral collaboration**, building on lessons learned from field experiences, as well as better coordination with the UN system. This includes developing interdisciplinary Results Frameworks, tracking synergies, and piloting measures for joint budget planning, demonstrating commitment to both measuring and deepening intersectoral impact.

- An elevated programming framework that ensures a holistic design independent from funding source and/or funding modalities will allow to decrease any perceived programmatic fragmentation and potential duplication (both in terms of programmatic data entry and number of workplans, projects). A menu of different types of Programme/Project Standard Templates will also be foreseen.

### **Corporate statutory reporting**

- Traditionally, UNESCO's annual corporate statutory reports (known as the C/5 Implementation Report) have predominantly highlighted achievements, with little emphasis on areas where results fell short of targets. Recognizing the value of a balanced perspective, UNESCO has strengthened its approach to capturing and analysing lessons learnt, in terms of both what worked and what did not work. This enriched analysis is now integrated into the C/5 Implementation Report and the corresponding INF document providing detailed information about the progress assessment by C/5 Outputs. By transparently reporting on challenges encountered and the remedial actions undertaken, UNESCO is fostering a culture of continuous improvement and informed decision-making within the Organization and among its Governing Bodies.

### **Programme review mechanisms**

- More structured and regular reviews of programmatic implementation and financial execution at different organizational levels are foreseen to ensure continuous assessment of UNESCO's interventions which will enable to take timely remedial actions. On the basis of MOPAN findings, a **good practices mapping of Programme review mechanisms** is being conducted. Building on these, corporate guidance will be elaborated and further tailored to institutionalize these mechanisms at the Sector, Thematic and Field levels. Systematically documenting and sharing lessons will be emphasized to ensure learning across the Organisation. At this stage, it is envisaged to share and promote identified good practices that do not add burden, but guarantee a common basic review mechanism based on programmatic and financial data, with special focus on areas showing signs of underperformance when appropriate. Examples of good practices have already been compiled such as weekly and quarterly project reviews engaging relevant Headquarters' and Field Officers, monthly management reviews at the Field Office, Thematic, or Sector level with a focus on systemic issues and cross-cutting challenges, or

annual strategic reviews on overall portfolio performance against the C/5 results, identifying required strategic realignment or additional support.

Such reviews will nurture the enriched outcome-oriented organizational assessments facilitated by the reactivated Programme Coordination Group, serving as the basis for performance dialogue with Member States and other stakeholders.

#### **IT systems, including UNESCO**

- In 2024, UNESCO began implementing Core Manager as its programme implementation, monitoring and reporting system, with the aim of generating high-quality, actionable performance data aligned with the Organization's strategic priorities. Efforts are ongoing to further integrate new features, including the incorporation of the Draft 43 C/5 Results Framework to support performance tracking at the strategic objective, outcome, and output levels.
- To support the identification, monitoring, and resolution of underperformance, the pre-existing in SISTER Progress Assessment function was reproduced in Core Manager in 2024 with a view to enhance existing functionalities for the 43 C/5. This feature has enabled the Organization to review not only key achievements, but also the challenges encountered and the remedial actions taken at both the C/5 output and workplan levels. The Progress Assessment has served as one of the critical inputs to the C/5 Implementation Report submitted annually to the Executive Board at its Spring session.
- Monitoring and reporting on the Organization's global Priority Gender Equality were also enhanced with the integration of the revised UN standard Gender Markers, the development of new monitoring tools, more refined programmatic and budget tracking, and detailed reporting on gender results.
- Building on the requirements elaborated by the Education Sector in January 2023, a solution is currently being explored to integrate the 42 C/5 Education Results Framework in Core Manager. In the meantime, the data collection against the Education Results Framework to inform the 42 C/5 reporting is undertaken through Excel and SharePoint.
- ADM/DBS, BSP, ADM/FIN (previously ADM/BFM) and ADM/DBM regularly meet to further facilitate the timely identification of UNESCO Business owners' needs and requirements.
- Contingent on available funding and the approval of the Steering Committee, Core Manager aims to embed Results Frameworks at the programme/project level, complementing the 43 C/5 Results Framework, to track progress and assess results achieved with entrusted resources.

#### ➤ **Accountability to beneficiaries**

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<b>MI 6.7: Clear standards and procedures for</b>	• The Environmental and Social Sustainability Framework (ESSF) ensures the full and effective stakeholders' engagement, including through a Stakeholder Response Mechanism to respond to complaints from all stakeholders — private

<b>accountability to beneficiaries implemented</b>	<p>sector partners, individuals or civil society groups — who believe they are adversely affected by UNESCO programmes, projects or operations implemented by or on behalf of the Organization.</p> <ul style="list-style-type: none"> <li>• A study of good practices among UN system entities will be envisaged to further strengthen the existing RBM Guidance on how to integrate beneficiaries' feedback and testimonies in programme and project design and implementation.</li> </ul>
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#### Area for further improvement 4 – UNESCO needs better quality financing – more flexible, predictable and less fragmented funding - to implement the mandate members states have given it

**UNESCO is actively pursuing the enhancement of the quality of its funding** by improving funding mechanisms. This includes aligning the Programme and Budget (C/5) Integrated Results and Resources Framework with the voluntary funding framework, focusing on flexibility, predictability, and reducing earmarking of funds. A review of funding instruments is underway to optimize flexible funding and reduce fragmentation, building on successful models like Special Accounts to enhance results focus and reporting. Additionally, efforts are ongoing to elaborate thematic funding windows, strengthen UNESCO's access to multilateral funds, and pursue the significant increase of funds mobilized from UN sources. The partnership approach aims to support the shift towards multi-year, high-impact transformative programmes, strengthening sustainability and impact and contributing to a clearer "investment case" for UNESCO.

With regards to the risk from ongoing underinvestment in its Headquarters buildings, the specific Multi-Year Investment plan will be presented to the UNESCO Headquarters Committee for the approval of the financial resources identified via the use of the Special Account for Strategic Investments.

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<b>MI 1.4: Financial framework supports mandate implementation</b>	<p><b>Towards a better quality of funding</b></p> <ul style="list-style-type: none"> <li>• UNESCO strives to improve the quality of voluntary contributions it receives, including flexibility, predictability and scale. On the basis of a donor reference group on flexible funding, which helped identify best practices and key enablers, as well as areas where UNESCO could do more to create incentives for flexible funding, the following actions are being undertaken in line with the Resource Mobilization Strategy 2024-2025: <ul style="list-style-type: none"> <li>• <b>Optimize instruments:</b> including providing clearer thematic funding modalities with clear results framework and allocation criteria; harmonize and rationalize flexible funding instruments; ensure high quality reporting; and further define UNESCO's comparative advantages.</li> <li>• <b>Enhance communications, visibility and advocacy:</b> develop clear communication guidelines on donor recognition for flexible funding; prioritize donor visibility for providers of flexible funding; document and share benefits of flexible funding.</li> </ul> </li> </ul>
<b>MI 3.2: Resource mobilisation efforts consistent with the</b>	

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
<p>core mandate and strategic priorities</p>	<ul style="list-style-type: none"> <li>• <b>Partner engagement, through strategic dialogues and continuous learning:</b> expand the strategic dialogue modality with other donors; identify and engage Member States champions; foster exchanges of best practices; develop an investment case in the long-term through better linkage of results and resources.</li> <li>• In addition, donor diversification continues to be a priority. UNESCO has seen significant increases in resources from multilateral institutions and UN partner agencies, as well as stable contributions from the private sector. In 2024, funds mobilized from UN sources totalled US\$57.5M or 12% of total funds mobilized. This represents a 53% increase compared to the previous year (2023). The previous biennium had already seen an 18% increase. In 2024, sources from UN pooled funds represented \$28M or 49% of funds mobilized from UN Sources. As noted in its Resource Mobilization Strategy 2024-2025, UNESCO has a 3-pronged strategy to increase resource mobilization from UN pooled funds: (i) proactive identification of pooled funding opportunities, including through research and intelligence-gathering, and capacity-building for Field Offices on accessing pooled funds; (ii) positioning UNESCO in the governance of existing UN Multi-Partner Trust Funds (MPTFs); (iii) co-creation of a UNESCO-led UN MPTF with other UN agencies.</li> <li>• <b>Larger-scale projects:</b> UNESCO is also promoting large-scale projects which yield significant impact while reducing transaction costs. For example, in 2024, UNESCO supported education system transformation in Cambodia, Chad, Côte d'Ivoire, Congo, with programmes ranging between \$10 million to \$44 million on areas such as teacher training, digital learning and strengthening of education data. The capacity to support meaningful change at country level is attested by a projected near eight-fold increase in grants from the Global Partnership for Education (GPE) – from \$39 million in 2018 to some \$290 million – for grants that are either signed or in the pipeline. This attests not only to UNESCO's expanding capacity at country level but also to the trust given to UNESCO by Member States.</li> <li>• In addition, UNESCO is also enhancing its capacity and exploring potential mechanisms on innovative financing, such as impact bonds, blended, finance, outcome-based financing, debt swaps and other modalities. UNESCO is engaging in global financing discussions, including the 4<sup>th</sup> Financing for Development Conference, to highlight the importance of quality financing for areas of its mandate. It is also assessing the UNESCO value added and niche on innovative financing, which will contribute to developing a clear UNESCO offer in this area.</li> </ul>
<p><b>MI 3.1:</b> <b>Organisational structures and staffing ensure that human and financial resources are constantly</b></p>	<p><b>UNESCO Headquarters premises</b> Maintenance and renovation projects in relation to the UNESCO Headquarters premises are aligned with the Capital Master Plan (CMP) which sets the overall priorities and provides a roadmap setting the priorities. In addition, a Multi-Year Investment plan, specifically for facilities management has been developed and will be examined by the UNESCO Headquarters Committee (HQC). Financial resources are identified notably via the use of the Special Account for Strategic</p>

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
aligned and adjusted to key functions	<p>Investments (CSI) which already funds major renovation projects. Funding from the CSI fund is approved by the Headquarters Committee and the Executive Board of UNESCO after formal consultation.</p> <p><b>IT systems</b> In-house resources in the Bureau for Digital Business Solutions are being trained on the new technical platform and additional resources are being recruited for the mid-longer term through more flexible contractual arrangements.</p>

### On going progress – Communication and Outreach

We welcome the acknowledgement of the overall improvement of UNESCO's communication and outreach, thanks to its renewed communication strategy. The need to better showcase UNESCO's added value and impact on the ground is at the heart of our communication's efforts. These efforts include enhancing the Organization's brand visibility, and ensuring a clear connection between its name and key achievements notably through the 'Voices of Beneficiaries' and 'Impact Stories'. They also aim to increase its global presence, showcase the depth of its work and have a strong knowledge base to inform its policies and programmes. Given the importance of communication for multilateral Organizations at a time of heightened pressure to demonstrate added value, we kindly invite the MOPAN to consider dedicating more weight to the communication component in its assessment methodology through a dedicated Micro-Indicator.

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
MI 6.9: Use of knowledge base to support policy dialogue and/or advocacy	<p><b>Renewed brand management</b> The name and image of UNESCO must be clearly associated and linked with its most important achievements and results, and this is why the new visual identity was adopted, and disseminated broadly, with a direct result on the visibility of UNESCO as a "delivering" Organization. UNESCO is also reducing the number of sub-brands and enhancing management of corporate branding at all levels, to avoid the dilution of UNESCO's images, and make sure that in the press as well as on the ground, UNESCO stands alone, with its external partners, and is more visible and associated with its programmes and results. For that purpose, the "UNESCO on the ground photo contest" has provided hundreds of field action evidence.</p> <p><b>Launch of a new program on Voices of Beneficiaries and Impact Stories</b> UNESCO has launched the new "Snapshots series", which highlights and showcases UNESCO's Impact in the field, in a short and digestible way. The website has been revamped to highlight Impact stories on the home page and UNESCO launched dozens of interview videos with direct beneficiaries or field</p>

Micro-Indicator (MI)	Comments and actions undertaken, currently underway, or foreseen
	<p>stories showcasing the real-world impact of UNESCO on social media. A new investment of 2 million dollars for website integration was approved by the Executive Board at its 221st session (04/2025) and it will strengthen the digital transformation of communication. The next General Conference in Samarkand (Uzbekistan) will be an opportunity to highlight this at a higher level.</p> <p><b>Stronger use of our network of partners</b> Internal coordination between BSP and CPE is the key priority of both entities, with stronger ties and a new communication officer in charge of showcasing impact of partnership at a more strategic level, covering stories of larger-scale programmes with Prada, LVMH, etc. The network of UNESCO partners will be further leveraged to convince and communicate about the depth of our impact and added value.</p> <p><b>Informing policies through knowledge</b> UNESCO ensures that there is a strong knowledge base to inform its policies and programmes. Coordinated by the Youth Programme, major youth studies are set to be published in 2025, including through the launch of a biennial UNESCO Global Youth Outlook, informing policymaking at the national and local level.</p>