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**Executive Board**

**Two hundred and twenty-fourth session**

PARIS, 2 April 2026  
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Item 12 of the revised provisional agenda

**UNESCO80 ROADMAP**

**ADDENDUM**

**COMMENTS OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)**

**SUMMARY**

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on human resources issues (document 224 EX/12).



Job: 2600240E

## Introduction

1. We welcome the UNESCO80 Roadmap and would like to commend the Office of the Director-General (ODG) for giving ISAU the opportunity to contribute to the reflection, particularly through the document we submitted to ODG in December 2025.

2. However, having reviewed the report of the Joint Inspection Unit (JIU) ([JIU/REP/2026/1](#)), ISAU wishes to draw attention to the gravity of the situation highlighted in this document, whose comprehensive analysis and pertinent recommendations call for the full and wholehearted support of the entire Organization. This report highlights major systemic risks for the Organization's effectiveness in the medium term, pointing out an inertia and a lack of consideration for staff which hinder any real proactivity. It is now imperative to break away from a management approach perceived as a part of institutional decline in order to begin a genuine recovery. The JIU has identified a management culture which has become excessively bureaucratic and resistant to transparency, and which must absolutely undergo comprehensive reform. While ISAU has been speaking out against these excesses for several years, it reaffirms its commitment to working actively alongside the Administration in order for practices to progress towards a more modern and inclusive governance model.

3. We acknowledge that several general guidelines are a step in the right direction, particularly those concerning transparency, accountability, recruitment and the improvement of staff well-being. UNESCO80 is therefore all the more welcome as it can take into account the recommendations of the JIU report, whose particularly harsh findings, unfortunately come as no surprise to us. The findings highlight the need for profound change and demonstrate that it is no longer possible to settle for mere statements of intent that lack concrete and effective measures. New leadership provides an opportunity to bring about this paradigm shift and inject a new dynamic.

4. The JIU's findings, corroborated by the Division of Internal Oversight Services (IOS) and the Ethics Office (ETH), highlight serious systemic dysfunctions, a weakening of internal control mechanisms, a loss of staff trust, perceived inconsistencies in the application of rules, and a continuing deterioration of the work environment. The rise in cases of harassment; the decline in well-being; the lack of a link between performance, career development and recognition; and persistent weaknesses in human resources management: these are all major warning signs.

5. The section on human resources remains general in nature and lacks sufficient practical detail. It would require the Bureau of Human Resources Management (HRM) to present a concrete action plan defining clear priorities, concrete measures and a detailed timeline, in order to translate stated goals into tangible results. The gravity of the situation shows that we need to go beyond mere statements of intent, especially when they inevitably give the impression of resignation or inaction on the part of HRM. Urgent action is needed. This is essential to ensuring the credibility and effectiveness of UNESCO80. Reform can only succeed if it is based on a coherent strategic vision and a genuine capacity for implementation.

### **Contradiction with HRM's "Priorities for 2026-2027 and beyond"**

6. We are particularly concerned about the obvious contradiction between, on the one hand, the ambitious targets set out in the UNESCO80 Roadmap ([224 EX/12.INF](#), Annex, p. 5) and, on the other hand, the statements made by HRM in its document on the Human Resources Strategy for 2023–2027 ([224 EX/5.IV.A](#), p. 6). The targets announced in the UNESCO80 Roadmap, which is scheduled for progressive implementation throughout 2026 and 2027 and which we welcome, include: improving recruitment processes, strengthening initiatives to promote staff well-being, consolidating capacity-building efforts, and enhancing career development and mobility opportunities at Headquarters and in the field.

7. Yet at the same time, HRM states the following in its priorities for 2026-2027: "Certain activities highlighted in the annexed roadmap will have to be slowed down, reduced in scope or postponed

due to budgetary constraints. This primarily affects programmes and initiatives such as recruitment and internal mobility, learning and development, mental health and wellbeing, HR support to the field, and policy reforms”.<sup>1</sup>

8. Given this contradiction, and in light of HRM’s apparent resignation, can UNESCO staff still hope for any improvement at all?

### **Priorities**

To address current challenges, ISAU believes that the following priorities require concrete action:

#### *Well-being, mental health and work environment*

9. The toxic work environment demotivates staff and significantly undermines the Organization’s productivity and efficiency. To restore a calm, safe and trustworthy work environment, it is important to:

- Implement a mental health and well-being strategy aligned with that of the United Nations system and with the recommendations of the JIU;
- Implement immediate, low-cost measures such as limited telecommuting outside the duty station and compressed work schedules;
- Strengthen the mechanism for preventing harassment and for the associated disciplinary measures, and promptly implement the JIU’s recommendations aimed at improving procedural safeguards and transparency in disciplinary cases;
- Establish a link between training/performance and career advancement;
- Ensure transparency and fairness in all processes.

#### *Recruitment and contracts*

10. As stated by the JIU, structural weaknesses in human resources management undermine the integrity, transparency and credibility of the Organization’s recruitment and appointment procedures.<sup>2</sup> ISAU would therefore like to see:

- A revision of the recruitment policy, including the terms of reference and role of ARB (Appointment Review Board) members;
- Increased transparency at every stage of the process and strengthened safeguards against deskilling, in order to preserve the specialized expertise essential to fulfilling the Organization’s mandate;
- Implementation of phase II of the revised internship policy, which provides for a monthly living allowance;
- Recognition, as internal candidates, of holders of Project Appointments (PAs) and long-term temporary contracts and their prioritization in the selection process;
- Regularization of precarious contracts and reduction of excessive reliance on affiliate personnel;

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<sup>1</sup> 224 EX/5.IV.A, para. 6

<sup>2</sup> [JIU/REP/2026/1](#), p. 39

- Establishment of a transparent and fair process for short-term assignments (STAs). It should include provisions for limited renewal and a guarantee of reinstatement to the original post.

### *Performance*

11. The IOS audit report on performance management identified significant shortcomings, and we endorse its recommendations. Thus, the lack of a connection between performance, training and career advancement is a major source of demotivation for our colleagues. We therefore call for the following:

- The revision of the performance management policy to incorporate the recommendations made by IOS following its audit, including:
  - Clarification of the rating system by March 2026, including updated definitions and practical guidelines for supervisors;
  - The extension of the Performance Review Board’s mandate to include “partially meets expectations” ratings;
  - The development of a performance management framework incorporating 360-degree evaluation.
- Strengthening of managerial skills by implementing a mandatory certification programme for all supervisors;
- Establishment of a direct link between performance and career advancement;
- Restoration of the merit recognition programme;
- Establishment of a system for rewarding exceptional performance (for example, by granting additional leave days, as is done by the OECD).

### *Internal justice system and oversight bodies*

12. Internal justice mechanisms and the independence of oversight bodies must be strengthened in order to restore staff trust and preserve the Organization’s reputation. It is necessary to:

- Resolve, as soon as possible, the structural conflict of interest arising from the role of the Office of International Standards and Legal Affairs, which acts as both judge and party in proceedings. In fact, it represents the Administration in disputes with staff, and then advises the Director-General on whether or not to follow the recommendations of the Appeals Board.
- Implement without delay the JIU’s recommendation to suspend administrative decisions, which was supposed to have come into effect by the end of 2025<sup>3</sup>.
- Ensure the genuine independence of the Ethics Office and IOS.

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<sup>3</sup> JIU/REP/2023/2, Recommendation 2: “The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, introduce into their regulatory frameworks a provision for suspension of action of contested decisions at the pre-tribunal stage, ex officio or upon the appellant’s request, in cases of prima facie unlawfulness of the decision, error of fact, particular urgency or when implementation of the decision could cause irreparable damage; or propose the introduction of this provision for decision to their legislative organs or governing bodies.”

- Establish an independent office of ombudsperson, as recommended by the JIU, to foster informal conflict resolution.

### *Mobility*

13. The disappointing results of the last mobility exercise demonstrated the ineffectiveness of its current format. We therefore call for the following:

- A revision of the mobility policy so that: it is equitable; the criteria for the Standard Duration of Assignment (SDA) are changed; exemptions and rotations are clarified and applied in a transparent manner.

### *Field network*

14. The JIU's review of the field network reveals a combination of structural deficiencies, a lack of transparency in decision-making, insufficient coordination, and staffing shortages, all of which undermine the effectiveness and credibility of UNESCO's field presence.<sup>4</sup> It is therefore necessary to:

- Include all of the Organization's decentralized components, including category 1 institutes and programme units, in the field reform;
- Establish a centralized coordination mechanism;
- Apply the criteria for office reconfiguration in a transparent manner;
- Strengthen the operational capacity of field offices;
- Develop integrated data tools and an accountability framework.

### **Conclusion**

15. The UNESCO80 Roadmap is an important first step towards long-term institutional reform. However, its very feasibility will depend on the Organization's ability to translate its guidance into concrete actions. The flagged ambitions for human resources management will only yield tangible results if they are accompanied by a firm commitment to **addressing the systemic dysfunctions identified by internal and external oversight bodies**.

16. In this regard, it is essential that the implementation of the UNESCO80 initiative be supported by a **robust monitoring and prioritization system** to ensure that the commitments made by the Organization are not just empty words.

17. Similarly, consultation with the staff associations must be genuine, structured and conducted well in advance. No HR policy should be amended without prior consultation and deadlines must be strictly adhered to in order to ensure a credible social dialogue that complies with United Nations standards.

18. Finally, the success of UNESCO80 will depend on the Administration's ability to present, as soon as possible, **a clear and coherent action plan with a precise and measurable timeline, setting out priorities, necessary resources and implementation steps**. Otherwise, this initiative risks remaining a purely theoretical exercise, disconnected from reality and the expectations of the staff. ISAU reaffirms its commitment to contributing constructively to this process, in the interest of the Organization and all its staff.

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<sup>4</sup> [JIU/REP/2026/1](#), paras. 119–139

## ISAU RECOMMENDATIONS

ISAU, having analysed documents 224 EX/12.INF and Corr.2, and in line with the observations of the Joint Inspection Unit (JIU) on the Organization's governance, submits to Member States, in addition to the concrete measures proposed above, the following recommendations, so that UNESCO80 does not remain a mere declaration of intent, but instead becomes a lever for structural reform:

### ISAU recommends:

- I. **Clarification of the operational framework:** The Administration should present an action plan accompanied by concrete and measurable key performance indicators (KPIs), enabling Member States to track the initiative's actual impact on staff morale and effectiveness.
- II. **Budgetary alignment:** The ambitions of UNESCO80 regarding well-being and recruitment should be safeguarded through dedicated budget lines, to ensure that these priorities do not become the first casualties of "institutional decline" driven by financial constraints.
- III. **Institutionalizing transparency:** Recruitment and internal promotion processes related to the objectives of UNESCO80 should be subject to systematic audits to ensure equity and merit-based decisions, free from any discretionary practices.
- IV. **Reforming the management culture:** UNESCO80 should serve as a foundation for a comprehensive overhaul of the management culture, promoting proactivity and accountability, in line with the JIU's call to reduce bureaucratic layers and address the lack of transparency.
- V. **Prioritizing well-being at work:** A comprehensive strategy for mental health and well-being should be implemented, aligned with United Nations best practices, to create a healthy and motivating work environment.
- VI. **Strengthening staff protection:** Reporting mechanisms and the internal justice system should be modernized as part of this roadmap, ensuring that the Office of International Standards and Legal Affairs is free from any conflict of interest and that oversight bodies are truly independent from the Administration.
- VII. **Promoting internal expertise:** UNESCO80 should prioritize talent retention and functional mobility to halt the erosion of specialized expertise, which is undermining UNESCO's relevance.
- VIII. **Restoring social dialogue:** Staff associations should be formally involved at every stage of the roadmap's implementation, ensuring that staff voices are heard from the very outset of the reform process.
- IX. **Accountability obligation:** The Administration should report periodically to the Executive Board on the progress of UNESCO80, not through mere narrative reports, but through factual data on the social environment.
- X. **Alignment with international standards:** All reforms undertaken under the auspices of UNESCO80 must strictly adhere to the recommendations of external oversight bodies (JIU, external auditor) to ensure the institution's credibility by 2026.



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### **UNESCO80 ROADMAP**

#### **SUMMARY**

The UNESCO80 Roadmap constitutes the Secretariat's response to 43 C/Resolution 85 and aligns UNESCO with the broader UN80 Initiative. It establishes the beginning of a phased and forward-looking reform framework structured around three interrelated pillars: (i) efficiencies and institutional improvements; (ii) mandate implementation review; and (iii) structural adjustments. The extended report of the Roadmap is presented in document 224 EX/12.INF.

Decision required: paragraph 26



Job: 2600158E

## Introduction

1. The UNESCO80 Roadmap has been developed in a context of heightened pressure on multilateral institutions, where expectations for relevance, impact and accountability have increased even as financial and geopolitical conditions have become more constrained and unpredictable.
2. In response to 43 C/Resolution 85, the Secretariat presents the UNESCO80 Roadmap as the beginning of a phased reform process aligned with the UN80 Initiative. The document is structured around three interrelated pillars: (I) efficiencies and institutional improvements; (II) mandate implementation review; and (III) structural adjustments.

## Methodology

3. The Roadmap was developed through an inclusive and evidence-based process coordinated by an internal Secretariat taskforce. Between December 2025 and February 2026, consultations were conducted with Member States and Electoral Groups, programme sectors and bureaux, field offices, category 1 institutes, National Commissions, UNESCO Chairs and UNITWIN Networks, Category 2 Centers, Non-Governmental Organizations, youth representatives, cities networks, and managers of UNESCO-designated sites. Contributions were also received through an anonymous staff survey, ensuring broad representation across the Organization and its wider ecosystem. More than 1,500 contributions were received, reflecting strong engagement and collective commitment across UNESCO family.
4. The process was further informed by audit and oversight findings, including reports of the External Auditor, the Internal Oversight Service, and the Joint Inspection Unit, as well as a review of previous reform initiatives since 2000.

## Identified Opportunities and Challenges

5. Contributions reaffirmed the continued relevance and added value of UNESCO's constitutional mandate in a rapidly evolving global environment. Member States and partners underscored the Organization's distinctive strengths, including its normative frameworks, global networks, cross-sectoral expertise and intellectual leadership, which position UNESCO as a central actor in advancing education, the sciences, culture, communication and information, through an integrated approach grounded in peace, human rights, and sustainable development for all people.
6. At the same time, the consultations and reviews highlighted operational pressures affecting institutional efficiency and accountability. Fragmentation across sectors and entities has constrained intersectoral synergies, while layered administrative procedures, accumulated reporting requirements, and complex decision-making processes have reduced agility and coherence. They also underscored the need for clearer lines of accountability, strengthened internal controls, and more streamlined working methods.
7. Beyond operational efficiency, challenges in mandate implementation have also emerged. Over time, programmes, initiatives, and institutional arrangements have accumulated without sufficient prioritization, leading to dispersion of effort and diluted impact. Ensuring sharper strategic focus and stronger alignment between programme ambition and institutional capacity is therefore essential to sustaining meaningful and measurable results.
8. Structural constraints further compound these pressures. Infrastructure modernization needs, evolving digital requirements and uneven communication of tangible results affect operational performance and institutional visibility. At the same time, the imbalance between a Regular Budget whose real value has declined over time due to inflation and increasingly earmarked voluntary contributions has reduced predictability and strategic flexibility. Restoring alignment between mandate, institutional structures, delivery capacity and available resources is therefore critical to safeguarding UNESCO's long-term effectiveness.

9. These considerations underscore the need for a structured and phased reform process articulated through the three pillars of UNESCO80, marking the beginning of a sustained and forward-looking transformation. A detailed implementation framework is annexed to the extended report, setting out baseline assessments, defined targets, expected results and implementation timelines for each measure. While the roadmap is expected to contribute to cost containment and more efficient use of resources over time, certain actions may entail targeted initial expenditures. In such cases, the secretariat will submit the relevant proposals to the Executive Board for consideration, in accordance with established procedures.

### **Pillar I: Efficiencies and Improvements**

10. Pillar I sets out a series of administrative and operational measures to enhance institutional efficiency, reduce non-mission-critical expenditure and strengthen accountability and transparency, while fully safeguarding programme delivery. Several measures have already been initiated since November 2025.

11. This pillar is structured around six mutually reinforcing operational axes:

- (a) **Synergies:** Strengthening coordination and collaboration across Member States, Governing Bodies, the Secretariat, the United Nations system and on the global stage, the National Commissions, and UNESCO's broader ecosystem.
- (b) **Accountability:** Clarifying roles and responsibilities, consolidating delegations of authority and reinforcing performance monitoring and oversight mechanisms. (224 EX/17)
- (c) **Transparency:** Improving access to information, enhancing communication with Member States and partners, and increasing visibility of institutional decisions and financial flows.
- (d) **Human Resources:** Aligning staffing profiles and competencies with strategic priorities, reinforcing merit-based management, geographical distribution and gender balance, and promoting inclusiveness, integrity and staff well-being. (224 EX/5.IV.A)
- (e) **Working Methods:** Simplifying and streamlining procedures and reporting, advancing digital transformation, and promoting more efficient, coherent, and cost-effective ways of working across the Secretariat.
- (f) **Infrastructure:** Strengthening governance and modernization of physical and digital assets.

### **Pillar II – Mandate Implementation Review**

12. Pillar II reaffirms that UNESCO's constitutional mandate remains unchanged and fully valid. Its purpose is not to reopen or narrow that mandate, but to strengthen its implementation through clearer strategic focus and prioritization so that the Organization remains relevant and credible. At its core, this pillar advances a "UNESCO for the people" approach, ensuring that programmes and resources translate into tangible impact for Member States and communities, including in support of the Global Priorities Africa and gender equality, as well as priority groups: youth and SIDS. It encompasses four complementary dimensions: intergovernmental strategic focus and prioritization; mandate implementation enablers (including field offices and category 1 institutes); communication, positioning and outreach; and financial sustainability.

13. The roadmap proposes conducting a Mandate Implementation Review through a structured, Member State-driven intergovernmental process, including the establishment of a dedicated working group to provide strategic reflection on the scope, focus, prioritization, and overall added value of

UNESCO's programme portfolio. The Secretariat will support Member States throughout the process and submit proposals for their consideration.

14. The outcome of this process may include the identification of areas for reinforcement, consolidation, recalibration or redesign, in order to concentrate efforts on activities of distinctive value and demonstrable relevance. Recommendations emerging from the intergovernmental process will be submitted to the Executive Board and may inform preparation of the next Medium-Term Strategy (45 C/4).

15. In parallel, the Secretariat will empower Mandate Implementation Enablers, including through a review of institutional delivery mechanisms. Particular attention will be given to the field network, category 1 institutes, and other key entities with distinct governance arrangements, such as IOC and the World Heritage Centre. Efforts will focus on reinforcing coordination and maximizing the impact of the field network, increasing reliance on national and local expertise, and optimizing host country arrangements, while maintaining an effective and coherent country-level presence.

16. Under "Communication, Positioning and Outreach", the Secretariat will develop a results-oriented communication framework to enhance the visibility of UNESCO's full mandate and its tangible impact. Efforts will focus on clearly articulating UNESCO's normative and operational roles, modernizing digital tools, and improving accessibility of information.

17. Under "Financial Sustainability", the Secretariat will implement measures to better align programme ambition with available resources. It will promote non- or softly earmarked voluntary contributions to increase flexibility and expand multi-year funding, under strict oversight and ethical safeguards in line with UNESCO's values and priorities. This will involve strengthening partnerships with governments, UN mechanisms, multilateral donors, philanthropic foundations, and the private sector, while exploring innovative financing mechanisms.

### **Pillar III – Structural Adjustments**

18. Pillar III focuses on ensuring that UNESCO's organizational structure effectively supports the delivery of its mandate by strengthening coordination, clarifying responsibilities and aligning institutional arrangements with strategic priorities and available resources. The adjustments introduced under UNESCO80 constitute an initial phase of structural alignment and are reflected in the revised 43 C/5. Guided by principles of intersectoral coherence, leadership cohesion, cost-effectiveness and workforce alignment, these measures aim to modernize the Organization's architecture, so that it remains agile, responsive and capable of addressing complex global challenges. Further refinements may be considered as the phased reform process progresses.

19. Clear Mandate for the Deputy Director-General: This adjustment strengthens institutional coordination by clarifying the role of the Deputy Director-General in supporting the Director-General and overseeing key functions, including administration, financial services, partnerships and gender equality.

20. Office of the Director-General (ODG): The Office of the Director-General has been reviewed to strengthen geographical representation and gender balance. Two dedicated functions have been reinforced: institutional governance and reform coordination, and systematic follow-up of Member States' requests.

21. Bureau of Strategic Planning (BSP): The "Bureau of Strategic Planning" has been restructured into entities: "Division of Strategic Planning and Intersectorality", reporting directly to the Director-General, while a dedicated "Partnerships Division" has been established under the authority of the Deputy Director-General.

22. Priority Africa and External Relations Sector (PAX): Adjustments in this sector aim to strengthen coordination of UNESCO's field presence. The appointment of a Director for "Field

Coordination” enhances alignment between Headquarters and field directors. Consolidating UNESCO’s networks (including Goodwill Ambassadors, category 2 centres, Chairs, Cities, etc.), under a single entity within the PAX Sector will improve strategic coherence and visibility. The repositioning of the SIDS Section to the PAX Sector reflects Member States’ priorities and reinforces support for this priority group.

23. Consolidated Sciences: The consolidation of the “Natural Sciences” and “Social and Human Sciences” sectors into a unified “Sciences Sector” aims to enhance interdisciplinary collaboration and reinforce UNESCO’s global leadership. By integrating scientific, social, and policy perspectives, while fully preserving all existing programmes, mandates and governance arrangements, this reform also strengthens coordination, credibility, visibility, and supports resource mobilization.

24. Sector for Administration and Management (ADM): Reforms within the Sector are designed to streamline structures, clarify responsibilities and strengthen financial integrity. Measures such as separating “budget management” from “financial services” (in response to audit recommendations) and consolidating operational divisions improve efficiency, reinforce oversight and ensure that administrative functions effectively support programme delivery. Further restructuring, including a review of senior administrative leadership (ADG/ADM) will be considered in early 2027.

### **The way forward ...**

25. The Roadmap represents the starting point of the reform and will be implemented and adjusted progressively. The UNESCO80 Taskforce will monitor implementation and emerging challenges, while the Secretariat will report regularly to the Executive Board. UNESCO80 is a shared responsibility between Member States and the Secretariat, aiming to inform the preparation of the 44 C/5 and the next Medium-Term Strategy (45 C/4).

### **Proposed draft decision**

26. In light of the above, the Executive Board may wish to consider a decision along the following lines:

The Executive Board,

1. Recalling 43 C/Resolution 85,
2. Having examined documents 224 EX/12 and 224 EX/12.INF,
3. Recognizing that expanding expectations and statutory responsibilities must be supported by commensurate and sustainable resources, as well as strengthened efficiency and accountability,
4. Welcomes the UNESCO80 Roadmap as a structured and sequenced framework for strengthening efficiency, mandate implementation and institutional sustainability, and takes note of its three interrelated pillars;
5. Decides to establish a time-bound working group to conduct a structured review of mandate implementation under Pillar II of the UNESCO80 Roadmap, with a view to having the working group submit its recommendations at the 225th session of the Executive Board;
6. Also requests the Director-General to report to it at its 225th session on the progress made in the implementation of the UNESCO80 Roadmap.



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#### **UNESCO80 ROADMAP**

##### **SUMMARY**

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Job: 2600320E

## UNESCO80 ROADMAP

### *Shaping UNESCO for the People – Together*

#### **Introduction**

The UNESCO80 Roadmap has been developed at a time of significant strain on multilateralism. Persistent geopolitical tensions, protracted conflicts and crises, widening social and economic inequalities, climate change, environmental degradation, and technological divides have intensified scrutiny of international institutions. Public confidence in multilateral cooperation has weakened even as expectations have grown. Member States and partners call for greater relevance, clearer impact, stronger accountability, enhanced efficiency and demonstrable value for money, often within increasingly constrained and unpredictable financial contexts.

In this evolving global landscape, UNESCO's constitutional mandate and designated functions remain central to advancing education, the sciences, culture, and communication and information, grounded in human rights, peace and sustainable development for all people. Demand for UNESCO's expertise continues to expand in scale and complexity. Yet the breadth and ambition of the Organization's mandate require disciplined prioritization, coherent and efficient delivery mechanisms and sustainable financing to ensure that expectations remain aligned with operational capacity.

The UNESCO80 Roadmap responds to the request of the General Conference, as set out in 43 C/Resolution 85, to submit to the Executive Board at its 224th session a strategic plan aligned with the UN80 Initiative.

As a forward-looking roadmap, it marks the beginning of a phased reform process. This document identifies efficiency gains, reviews key parameters for mandate implementation and presents initial structural adjustments. In accordance with paragraphs 1.b and 1.c of 43 C/Resolution 85, it also presents a comprehensive strategy to reduce non-mission-critical administrative costs while safeguarding programme delivery, and outlines a transition pathway toward a sustainable long-term Regular Budget.

To ensure alignment with the UN80 Initiative, the Secretariat conducted a senior-level mission to New York to engage with United Nations leadership, including the Under-Secretary-General for Policy. This engagement led to UNESCO's participation in the UN80 Steering Committee, positioning the Organization as an active member in this work, while fully respecting its constitutional mandate and governance framework.

#### **Methodology**

The UNESCO80 Roadmap was developed through an inclusive, evidence-based process. At the outset, an internal taskforce was established within the Secretariat to coordinate the initiative and consolidate the contributions.

Between December 2025 and February 2026, the Secretariat conducted a comprehensive 360° consultation engaging Member States, Electoral Groups, Programme sectors and Bureaux, field offices, category 1 institutes, National Commissions, UNESCO Chairs and UNITWIN Networks, partners, non-governmental organizations, category 2 institutes and centres, as well as other representatives from the diverse UNESCO ecosystem, such as youth, cities networks, and managers of UNESCO-designated sites.

More than 1,500 contributions were received through written submissions, vision papers, non-papers, online questionnaires, and an anonymous staff survey, ensuring broad representation across the Organization and its wider ecosystem. The breadth and depth of responses illustrated a

strong sense of interest and responsibility, and a shared commitment on the part of all stakeholders to contributing to shaping UNESCO's long-term strategic orientation.

The process was further informed by recent audit, evaluation and oversight findings – including reports of the External Auditor, the Internal Oversight Services and the Joint Inspection Unit – as well as by a comprehensive review of internal reform initiatives undertaken between 2000 and 2025.

### **Identified Opportunities and Challenges**

Contributions underscored that UNESCO's constitutional mandate is not simply enduring, but ever more essential in a rapidly evolving global context, highlighting the Organization's distinctive potential to foster peace and advance international cooperation across education, the sciences, culture, and communication and information. UNESCO remains an indispensable institution within the multilateral system, leveraging its distinct institutional strengths, including its normative frameworks, cross-sectoral specialized expertise, global networks and designations, and intellectual leadership, to deliver lasting and tangible impact.

At the same time, the exercise identified a set of operational, structural, and financial constraints affecting both institutional effectiveness and mandate delivery.

Coordination gaps and siloed ways of working across Sectors and entities reduce opportunities for integrated programming and intersectoral synergies. Similar limitations may arise in interactions with Member States and other United Nations entities, affecting overall coherence and complementarity. Limited cooperation with UNESCO's wider ecosystem leads to lost potential for synergies and loss of opportunities.

Over time, mandates, initiatives and reporting requirements have accumulated without a commensurate framework for prioritization. The Organization's structure has become layered, with complex decision-making processes and at times burdensome administrative procedures. These factors can limit agility, slow responsiveness and constrain UNESCO's ability to maintain strategic focus.

Infrastructure constraints, including significant maintenance and modernization needs at Headquarters, also require heightened attention, as they affect working conditions, operational performance and long-term asset sustainability.

Public communication represents another area for improvement. While UNESCO delivers across a broad mandate, its communication efforts do not always reflect the coherence and full impact of its work, limiting overall institutional visibility and opportunities for stakeholder engagement. A more strategic and integrated approach is needed to better demonstrate UNESCO's comparative advantage and relevance to global challenges and to people's daily lives.

Financial sustainability remains a structural challenge. While the increase in voluntary contributions has been essential to implementing activities, the growing imbalance between the Regular Budget and voluntary funding – often earmarked and fluctuating – reduces strategic flexibility and predictability. This uncertainty is further exacerbated in the event of Member State withdrawals, payment defaults or delays.

### **UNESCO80 Structure**

This Roadmap does not constitute a finalized reform package and does not pre-empt decisions on mandates, programmes, or budgets, which remain under the authority of the Governing Bodies. It is linked to the implementation of the 43 C/5 and is intended to guide the preparation of the upcoming Programme and Budget (44 C/5 over 2028-2029) and the forthcoming Medium-Term Strategy of the Organization (45 C/4 over 2030-2037).

UNESCO80 is expected to enhance institutional effectiveness and contribute to cost containment and more efficient use of resources over time. Where specific measures, including in areas such as infrastructure modernization and digital transformation, require investment, the Secretariat will submit the relevant proposals to the Executive Board for consideration, together with full information on the associated financial implications.

Aligned with the UN80 initiative, the UNESCO80 Roadmap is structured around three interrelated and mutually reinforcing pillars:

- **Pillar I** addresses efficiencies and institutional improvements, with a focus on enhancing synergies, accountability, transparency, human resources management, working methods, and infrastructure governance across the Organization.
- **Pillar II** establishes a structured framework for reviewing mandate implementation through an intergovernmental process, focusing on strategic priorities and the Organization's comparative advantage. It also encompasses a comprehensive assessment of key enablers, including field offices and category 1 institutes, and addresses institutional communication, positioning, outreach, and financial sustainability.
- **Pillar III** identifies an initial set of targeted structural adjustments to be undertaken in the current biennium to enhance impact, coherence and efficiency.

### **Pillar I: Efficiencies and Institutional Improvements**

Pillar I outlines a set of administrative and operational measures aimed at enhancing institutional efficiency, curbing non-mission-critical expenditure, and strengthening accountability and transparency, while safeguarding programme delivery. Some measures have been implemented since November 2025, with the remainder scheduled for execution during the current biennium.

Efficiency measures will be assessed through a combination of quantitative and qualitative indicators, including reductions in overall costs and in service provision costs per output, improvements in productivity as reflected in the resources invested relative to outputs achieved, and measurable increases in quality and engagement. Indicators will be tailored to each functional area, aligned with established benchmarks and relevant United Nations system standards, to ensure rigorous and comparable assessment across all dimensions of efficiency over time.

This Pillar is structured around six mutually reinforcing operational axes: Synergies, Accountability, Transparency, Human Resources, Working Methods, and Infrastructure.

#### **I.1 Synergies**

Strengthening institutional synergies represents an immediate and tangible source of institutional improvements and efficiency gains, supports better decision-making, and enables more effective use of resources. The Secretariat is implementing targeted measures to reduce fragmentation, enhance coordination, and ensure more coherent and cost-efficient delivery of UNESCO's mandates. These operational measures reinforce collaboration at multiple levels:

##### **1.1.A With Member States**

Engagement with Member States will be strengthened through regular, predictable, and transparent dialogue, including systematic interaction with electoral groups and structured information sessions. Thematic exchanges and targeted briefings involving Headquarters entities as well as field offices, will further enhance coherence, preparedness, and informed decision-making.

To reinforce responsiveness and institutional continuity, the Secretariat has established a new dedicated follow-up function within the Office of the Director-General to ensure timely responses to

Member States' requests. Complementary follow-up mechanisms will be implemented across Sectors and Services.

In addition, induction briefings and information mechanisms will be revitalized for newly appointed Permanent Delegates, to facilitate their effective participation in UNESCO's governance processes and ensure full familiarity with its procedures and institutional architecture.

### **I.1.B With the Governing Bodies**

Synergies will be further reinforced by improving information flows, ensuring systematic follow-up on decisions and resolutions, and enhancing responsiveness to oversight and strategic guidance, and by holding regular coordination meetings with the President of the General Conference and the Chairperson of the Executive Board.

### **I.1.C Across the Secretariat**

Internal coherence will be reinforced through strengthened collective leadership and regular meetings of the Senior Management Team. Secretariat-wide coordination practices will be consolidated, including enhanced intersectoral mechanisms to improve decision-making, ensure policy consistency, and reduce duplication. Engagement with staff and staff associations will be further strengthened to promote transparency, inclusiveness, and organizational cohesion.

Operational coherence between Headquarters and the Field Network will be a particular focus, with clear lines of guidance, accountability, and support. The appointment of a Director of the Field Coordination Division in the PAX Sector is intended to enhance this alignment. At the same time, cooperation with category 1 institutes will be further structured and strengthened, fully respecting their distinct legal status, governing bodies, and autonomy.

### **I.1.D Within the United Nations System and on the Global Stage**

UNESCO will strengthen its engagement within the United Nations system by deepening participation in inter-agency coordination mechanisms at global and country levels. Building on its work under the UN80 framework, the Organization will coordinate with the "UN Mandate Registry" and "Expertise on Demand" mechanisms to ensure the Organization's mandates are adequately reflected in this UN system-wide resource and its specialized expertise is adequately used at the country level, and to promote clarity, transparency, visibility and strategic positioning.

Where clear operational and financial benefits exist, UNESCO will pursue shared services, common back-office arrangements, and other forms of resource-sharing within UN Common Country Operations. Such cooperation will be implemented on a case-by-case basis, fully respecting UNESCO's constitutional mandate and the unique advisory and coordinating role of National Commissions.

At the same time, UNESCO will reinforce its role within the multilateral system by fostering strategic synergies across the United Nations in response to the 2030 Agenda and in view of an emerging post-2030 context. Collaboration with regional and global groupings, specialized agencies, multilateral financial institutions, strategic alliances, and relevant non-governmental actors will be strengthened to promote increased coherence, complementarity, and collective impact.

### **I.1.E With National Commissions**

Under UNESCO80, the Secretariat will strengthen its cooperation framework with National Commissions, grounded in the UNESCO Constitution and fully respecting Member States' authority. This initiative aims to enhance complementarity between National Commissions, Headquarters, field offices, and intergovernmental bodies, reinforcing their role as key actors in supporting the implementation of UNESCO's mandate at the national level.

By providing targeted training, technical support, and peer learning, National Commissions will be better equipped to advise Member States, mobilize national expertise and resources, in support of UNESCO priorities, and engage key stakeholders, thereby amplifying UNESCO's impact. The framework will also promote regional and global cooperation to facilitate the sharing of good practices.

To support these efforts, the Secretariat is developing a practical guidebook with operational tools, illustrative case studies, and examples of best practices to strengthen the coherence, visibility, and outreach of National Commission initiatives.

### **I.1.F Across UNESCO's Broader Ecosystem**

Synergies, collaboration opportunities and strategic alignment will be strengthened with category 2 institutes and centres, UNESCO Chairs and UNITWIN Networks, Goodwill Ambassadors, designated site networks, cities, civil society actors and other partners to unlock the full potential of this rich and unique ecosystem, which constitutes a distinct institutional strength and comparative advantage. A networks section in the PAX Sector will optimize collective impact, leverage complementary expertise, and ensure that partnership contributions are fully aligned with UNESCO's priorities.

UNESCO Chairs and UNITWIN Networks will be operationally integrated as knowledge and innovation platforms, with structured dialogue mechanisms linking them to Headquarters and field offices. This will create thematic and geographic clusters of expertise, better integrate academic contributions into strategic planning and implementation, and enable their active role in evidence-based programme design, and providing expert advisory support in key thematic areas.

### **I.2 Accountability**

UNESCO's current accountability framework, as identified in document 224 EX/17, reflects dispersed delegation practices, fragmented reporting lines and uneven alignment between authority, responsibility and answerability across Headquarters, the field network and category 1 institutes. While control and delegation mechanisms exist, their application remains insufficiently coherent.

In line with the phased implementation approach detailed in 224EX/17, Phase I (April-October 2026) will lay the foundations for strengthened accountability by issuing Accountability Compacts for senior leadership, consolidating and standardizing Delegations of Authority, introducing prioritized management indicators and key performance indicators (KPI), enabling clearer measurement of programme delivery, operational efficiency and institutional performance.

Phase II (October 2026-April 2027) will finalize the Accountability Matrix, clarifying roles and responsibilities across Headquarters, field offices and category 1 institutes, and deliver a comprehensive Accountability Operationalization Plan, including adjustments to governance arrangements, reporting lines and performance monitoring frameworks.

### **I.3 Transparency**

Transparency is a foundational condition for institutional credibility, informed oversight and collective stewardship. Under UNESCO80, the Secretariat will strengthen transparency across governance processes, executive engagement and financial management, focusing on predictability, accessibility of information and clarity of institutional action.

To support this, the Secretariat will organize regular information and exchange sessions with Member States and staff associations on key topics to ensure structured communication on progress and sequencing. Institutional transparency will also be enhanced through the systematic publication of the Director-General's official calendar of meetings and major engagements, which was made accessible on UNESCO's website at the beginning of 2026.

Financial and partnership transparency will be reinforced through improved accessibility of information on voluntary contributions, major partnership agreements and funding allocations, aligned with United Nations system practices. Greater visibility will also be provided regarding specific contractual modalities, including symbolic remuneration arrangements such as the nominal “One Dollar Contract”.

#### **I.4 Human Resources**

Despite being one of the Organization’s greatest assets, human resources – including experts at Headquarters and in the field responsible for policy advice and capacity-building – face structural challenges and imbalances. These include uneven distribution of capacity, and perceived skills gaps in emerging priority areas, limited mobility, and an increasing reliance on non-staff contractual arrangements.

Under UNESCO80, the Secretariat will implement a defined set of human resources measures to strengthen institutional capacity in alignment with mandate priorities and evolving organizational design and operational requirements. The objective is to ensure that the Organization’s staff and personnel have the competencies, leadership culture, integrity safeguards and workforce flexibility necessary to deliver UNESCO’s mandate effectively and sustainably.

##### **I.4.A Strategic Workforce Alignment**

The Secretariat will reinforce strategic workforce planning to better align posts and expertise with programme priorities. A comprehensive review of operational requirements and available competencies will be conducted to identify and address skills gaps and structural imbalances. Where necessary, posts may be reprofiled or redefined to support the progressive reallocation of human resources capacities toward mission-critical functions, enhancing institutional efficiency, relevance and productivity. Priority in new recruitments will be given to positions directly related to programme delivery, as well as to essential support functions that are fundamental to institutional delivery.

Capacity-building efforts for staff will be strengthened to ensure enhanced professional development and adaptability to evolving priorities. Career development and mobility opportunities will be expanded in order to support knowledge transfer and institutional coherence across Headquarters and the field.

##### **I.4.B Integrity, Merit, Inclusiveness and Well-being**

The Secretariat will reinforce a transparent, merit-based and professionally managed human resources framework grounded in competence, accountability, inclusiveness, ethical conduct and staff well-being. Recruitment processes will be strengthened through clearer documentation of selection decisions, structured scoring scales for interviews, and recruitment panels that reflect equitable geographical distribution and gender balance.

Relevant human resources policies and procedures will be reviewed and benchmarked against practices across the UN system to ensure coherence, modernization, and continued relevance. Sustained efforts will advance equitable geographical distribution, gender parity – including at senior leadership levels (D-1 and above), and disability inclusion. These measures will be complemented by strengthened staff well-being initiatives and the preservation of constructive, structured dialogue with staff associations, fostering an inclusive, respectful, and high-performing workplace culture.

The effectiveness and credibility of the human resources framework also depend on a robust and accessible internal justice system. Without prejudice to established legal instruments and fully respecting the independence of adjudicatory bodies, the Secretariat will strengthen clarity, timeliness and transparency, including dispute resolution where appropriate, and recourse mechanisms, in alignment with best practices across the UN system.

## **I.5 Working Methods**

Under UNESCO80, working methods at the Secretariat will be modernized to enhance efficiency, effectiveness and institutional quality, while reinforcing transparency, streamlined monitoring and cost-effective operations. The measures are designed to simplify procedures, reduce unnecessary administrative burden. They are intended to improve information flows across the Organization (Headquarters and the field), and advance digital transformation, including expanded paperless workflows and the responsible integration of emerging technologies.

### **I.5.A Governing Bodies**

Regarding the working methods of the Governing Bodies, and in the context of the open-ended working group established by the General Conference under 43 C/Resolution 82, the Secretariat has transmitted a consolidated set of proposals emerging from the UNESCO80 consultation process to the President of the General Conference and the Chairperson of the Executive Board.

### **I.5.B Digital Transformation**

The Secretariat will modernize working methods by consolidating digital and paperless workflows, responsibly integrating AI-supported tools in line with UN system practices while safeguarding multilingualism, and rationalizing publication and document production processes to reduce costs, improve coherence and enhance environmental sustainability. Reporting formats and internal Secretariat reports will be streamlined and simplified to reduce duplication, improve clarity and enable more focused intergovernmental review.

### **I.5.C Procurement Strategy**

A comprehensive procurement reform is underway to address structural fragmentation and strengthen efficiency, coherence and oversight across Headquarters and the field network. The reform will reinforce centralized review of higher risk transactions, institutionalize forward-looking procurement planning, expand the use of long-term agreements, professionalize procurement focal points and deploy an integrated digital platform to streamline workflows.

These measures are expected to accelerate processing times, strengthen strategic spend management, enhance value for money and bring procurement practices into closer alignment with UN system standards.

### **I.5.D Travel Process and Operating Costs**

The travel function is being consolidated to reduce fragmentation and strengthen oversight through the deployment of a single integrated digital platform, improved contract management and a clear accountability for staff and non-staff travel.

Related expenditure areas are also being reviewed, including mobile communication subscriptions, local transportation arrangements and other ancillary service provisions. Corrective and rationalization measures have been implemented to ensure alignment with operational needs and the responsible use of resources.

## **I.6 Infrastructure**

Infrastructure – encompassing both physical assets and digital systems – is central to operational resilience, cost-efficiency and secure mandate delivery. Under UNESCO80, the Secretariat will implement a coordinated set of measures to modernize the governance of infrastructure assets, reduce lifecycle costs, enhance energy efficiency and strengthen digital resilience.

### **I.6.A Buildings and Physical Assets**

UNESCO's Headquarters in Paris comprises eight buildings across two sites – Fontenoy in the 7th arrondissement and Miollis/Bonvin in the 15th – covering a total of 135,659 m<sup>2</sup>. The Miollis building is currently undergoing full rehabilitation, scheduled for completion in December 2026, but the remainder of the complex has not benefited from major renovations or adequate maintenance since its construction. As a result, advanced deterioration poses significant safety and security risks, potential operational disruptions due to obsolete technical equipment, and reputational challenges linked to noncompliance with international standards on accessibility and environmental sustainability.

The 2024-2033 Capital Master Plan identifies a total funding gap of €220.87 million for urgent infrastructure needs, including major renovation (€186.57 million), equipment replacement at Fontenoy (€22.30 million), and preventive and corrective maintenance (€12 million). Of this total, €134.42 million is required for the Bonvin building alone, which has reached the end of its service life and may face closure due to the unavailability of spare parts for essential systems. These estimates remain subject to revision based on the start date of implementation, the outcome of ongoing preliminary studies, project progress, inflation and evolving cost indices.

The Secretariat will reinforce governance and strategic oversight of Headquarters infrastructure, field premises, archives and art collections to ensure structured lifecycle cost management, strengthened safety and security compliance, preservation of UNESCO's rich architectural heritage and art, and its precious Archives, and alignment with environmental sustainability standards, as well as sustainable and predictable financing. In cooperation with the Headquarters Committee, priority will be given to reversing the effects of deferred maintenance through a multiyear preventive maintenance framework, structured equipment replacement planning and strengthened asset management controls. Planned investments will also focus on modernizing energy systems, improving energy efficiency, integrating renewable energy solutions and advancing climate smart infrastructure measures, in line with UNESCO's environmental policy and international sustainability norms.

In parallel, and where operationally justified, the Secretariat will explore hosting and cost sharing arrangements for selected field presences outside Headquarters, in consultation with concerned Member States, to enhance financial sustainability, reduce fixed infrastructure costs and ensure the long-term viability of UNESCO's field architecture.

### **I.6.B Digital Infrastructure**

The Secretariat will modernize digital governance and streamline IT operating models to improve coherence, cost efficiency and risk management across Headquarters and the field network. An independent expert review of UNESCORE will assess its performance, cost effectiveness, sustainability and alignment with organizational needs, with findings guiding future optimization, upgrades or adjustments. Additional measures will include centralizing IT assets and license management, strengthening cybersecurity and disaster recovery, and integrating digital infrastructure risks into enterprise risk management and internal control systems, ensuring more robust and resilient digital foundations.

### **Pillar II: Mandate Implementation Review**

UNESCO's full mandate, as defined by its Constitution and the decisions and resolutions of its Governing Bodies, remains central to its identity and purpose and is not subject to narrowing or reopening under Pillar II.

This pillar seeks to strengthen the Organization by ensuring that the implementation of its mandate remains relevant, coherent, sustainable and responsive to evolving global, regional and national realities and priorities. This effort is firmly grounded in UNESCO's enduring commitment to the

promotion of peace, human rights and sustainable development, within its fields of competence, and fully integrates the Organization’s Global Priorities as well as its designated priority groups.

Under the UNESCO 80 Roadmap, the Mandate Implementation Review will be structured around four complementary perspectives: (i) it will examine strategic focus and prioritization to ensure that UNESCO concentrates its efforts where it has a clear comparative advantage and demonstrable added value; (ii) assess the key enablers of mandate implementation, including the field network, category 1 institutes and other relevant entities, to confirm that institutional capacities and delivery mechanisms are aligned with strategic objectives; (iii) review the positioning and communication of UNESCO’s mandate as a critical means of building trust with Member States and mobilizing resources with partners; and (iv) address the financial dimension underpinning mandate delivery, recognizing that effective implementation depends on predictable, adequate and sustainable financing.

## **II.1 Intergovernmental Strategic Focus and Prioritization**

At this stage, it is essential for Member States to engage in strategic reflection and prioritization of UNESCO’s broad mandate across education, the sciences, culture, communication, and information. While this breadth enables engagement with global challenges, it requires a prioritization to ensure effective delivery. Over time, the mandate and related delivery mechanisms have expanded through conventions, programmes, category 1 institutes, and system-wide roles, creating a denser institutional architecture and growing operational obligations. With finite resources and rising expectations, this expansion risks diluting impact and limiting institutional influence.

UNESCO80 proposes that the Mandate Implementation Review be conducted through a structured, Member State-driven intergovernmental process, supported by Secretariat documentation, data, financial analysis, and proposals for consideration. Discussions could be organized around thematic clusters aligned with UNESCO’s fields of competence and cross-cutting priorities, enabling an integrated assessment of coherence, consolidation, reinforcement, or redesign. Recommendations will be submitted to the Executive Board and may be forwarded to the 44th General Conference, informing upcoming Programme and Budgets and the next Medium-Term Strategy 2030-2037.

Prioritization will be evidence-based, allowing Member States to determine where UNESCO should focus its efforts and how its mandate is best exercised. Programmes, mechanisms, and initiatives will be assessed for sustained demand, alignment with the constitutional mandate and comparative advantage. Existing arrangements will be reviewed for efficiency, with underperforming initiatives recalibrated, consolidated, or terminated to concentrate resources on areas of strategic relevance and distinctive institutional strengths.

Within this framework, Member States may also identify new priorities to address emerging global, regional, and national challenges and reaffirm UNESCO’s mission of building peace. These priorities should strengthen a “UNESCO for the people” approach, advance fundamental rights and human dignity, safeguard education, scientific and cultural rights, freedom of expression and access to knowledge, and position UNESCO to respond to crises, climate and technological disruption, democratic erosion, and inequality. They should mobilize UNESCO’s interdisciplinary mandate, reflect tangible impact on the Global Priorities Africa and gender equality, as well as priority groups – youth and SIDS, and generate systemic, sustainable, and transformative change.

Furthermore, the United Nations General Assembly, in its resolution A/RES/80/251, adopted on 31 March 2026, called upon intergovernmental organs across the United Nations system to review their existing stock of mandates in accordance with their respective intergovernmental decision-making processes, and to take a consistent approach to mandate creation, implementation and review, in line with the principles and actions set out in the resolution (Annex II).

## **II.2 Mandate Implementation Enablers**

This axis focuses on the institutional enablers of effective mandate implementation, notably the field network, category 1 institutes and other key entities with functional autonomy. Effective implementation depends not only on strategic prioritization but also on the strength and coherence of these institutional enablers, which translate global frameworks into results.

### **II.2.A Field Network**

UNESCO's field network translates global norms and standards into nationally and regionally owned policies and measurable results, ensuring sustained engagement with national authorities, UN Country Teams, UN regional platforms, and UNESCO partners.

The network has evolved incrementally over time. In a context of constrained resources and heightened expectations for impact, the continued effectiveness and sustainability of the field network require periodic reflection, notably in light of the UN80 Work Packages on "UN Country Team reconfiguration" and "Regional Reset discussions, to ensure that its configuration remains aligned with strategic priorities and evolving national contexts. The Secretariat will therefore work toward a more sustainable, strategically focused and results-oriented field model that enhances agility, operational efficiency, coordination and tangible impact at the country level, while maintaining a strong field presence and partnerships-based approach.

This effort will include, in close consultation with concerned Member States, reflection on the optimal configuration of Regional, National and Liaison Offices, promoting greater delegated authority with strengthened accountability, enhancing strategic collaboration within UN Country Teams and with UN agencies, in full respect of UNESCO's constitutional mandate, and facilitating the mobilization of national expertise and partnerships.

Ensuring sustainability may require mutually agreed adjustments, where appropriate, undertaken in dialogue with host Member States to preserve national interests while maintaining organizational viability, including exploring recruitment of qualified local expertise in place of systematic reliance on international staff to strengthen national ownership and reduce structural costs.

### **II.2.B Category 1 institutes**

Category 1 institutes are legally part of UNESCO and form an important component of its institutional structure, providing specialized expertise, research capacity and technical support across priority areas as integral elements of the Organization's approved Programme and Budget.

The Secretariat will undertake a structured review of the contribution of category 1 institutes to UNESCO's mandate implementation to strengthen their role, clarify responsibilities and ensure their expertise is fully leveraged in support of UNESCO's overall strategic direction. The review will assess their alignment with prioritized mandates, complementarity with Headquarters and the field network, measurable results and added value, governance and reporting arrangements, and long-term financial sustainability.

### **II.2.C Other Key Institutional Entities**

Beyond the field network and category 1 institutes, certain institutional entities within UNESCO operate under distinct governance arrangements, possess high external visibility, and carry system-wide responsibilities that warrant dedicated attention within the framework of UNESCO80. The examples below are illustrative rather than exhaustive:

The UNESCO Intergovernmental Oceanographic Commission, established as a body with "functional autonomy" within UNESCO, plays a critical role in advancing ocean science and fostering international cooperation at a time of increasing global focus on oceans, climate change, and

sustainable development. Under UNESCO80, efforts will continue to reinforce its capacity, positioning, communication, and outreach, while fully respecting its intergovernmental governance.

The UNESCO World Heritage Centre has recently established an expert committee tasked with examining measures to enhance its effectiveness, including improved coordination with advisory bodies. The follow-up to this initiative will support strengthened delivery, enhanced coherence, and long-term sustainability within one of UNESCO's most visible and globally recognized normative frameworks.

### **II.3 Communication, Positioning and Outreach**

Fragmented communication and uneven capture of results can limit recognition of UNESCO's institutional impact across Sectors and Regions. Strengthening strategic positioning and outreach is therefore not peripheral; it is a core enabler of mandate implementation, institutional credibility, partnerships and sustainable resource mobilization.

The Secretariat will develop a coherent, results-oriented communication framework, with greater emphasis on demonstrable impact for people, peace, and the planet. Institutional communication will present UNESCO's added value in a clear, accessible, and people-centred manner, grounded in tangible outcomes and aligned with agreed strategic priorities.

Communication efforts will clarify UNESCO's dual and mutually reinforcing role as both a normative standard-setter and an operational partner. Beyond highlighting conventions, recommendations, and global frameworks, the Organization will more visibly demonstrate how these normative instruments are translated into concrete initiatives on the ground, implemented in close collaboration with Member States, communities, and partners to generate measurable, positive change. UNESCO's global networks hold particular promise in demonstrating the concrete outcomes of multilateral action at national and community levels.

UNESCO's digital presence will be modernized through enhanced interactive platforms and strengthened digital tools. This will include improvements to the institutional website, the development of secure digital tools providing Member States with structured and timely information on programme implementation, and reinforced transparency and accessibility standards. A regular institutional newsletter has been launched in January 2026, aiming at providing updates on key activities, impact stories, and strategic developments.

### **II.4 Financial Sustainability**

The global financing environment has become increasingly volatile, marked by the declining value of core funding and a growing reliance on earmarked resources. UNESCO faces a structural imbalance: assessed contributions have remained largely unchanged while mandates, obligations, and operational expectations have expanded. Inflation and rising costs have eroded the real value of the Regular Budget, and although voluntary contributions are essential, their often-earmarked nature limits strategic flexibility and medium-term planning. Together, these dynamics constrain institutional agility and weaken alignment between mandate and resources.

#### **II.4.A Strategic Financing Principles**

UNESCO80 will restore coherence between responsibilities, delivery capacity, and financing architecture by:

- Securing core functions through predictable assessed contributions, covering governance, oversight, compliance, digital infrastructure, risk management, coordination, and core programmes.
- Directing voluntary resources toward strategic priorities, with more multi-year, flexible, or softly earmarked contributions aligned with prioritized mandate clusters.

- Supporting field delivery via diversified and sustainable modalities, including co-financing, in-kind contributions, national expertise, and structured host-country partnerships.
- Reinforcing long-term sustainability and institutional resilience through effective allocation, cost-recovery, and financial risk management.

Maintaining a balanced mix of assessed and voluntary contributions within the Integrated Budget Framework remains essential for continuity and predictability. In future Programme and Budget deliberations, Member States may consider approaches that safeguard the real operational capacity of the Regular Budget in light of inflation and evolving structural costs, in line with established governance processes.

#### **II.4.B Resource Mobilization**

Voluntary contributions remain central to programme delivery. In alignment with UNESCO's priorities and values, the Secretariat will sustain long-standing governmental contributors while strategically broadening its base of public-sector and institutional partners, including multilateral development banks, UN entities, philanthropic foundations, and responsible private-sector actors, all within established due diligence, risk management, and ethical safeguards.

Mechanisms will be strengthened to increase the share of fully unearmarked or softly earmarked contributions. The Secretariat will seek to expand multi-year agreements aligned with prioritized mandate clusters, develop thematic projects consistent with the Medium-Term Strategy, and explore innovative and blended financing approaches, all in line with UNESCO's mandate and governance safeguards.

UNESCO will also respond to donor expectations for measurable impact, results-based frameworks, and transparent financial reporting. Administrative processes will be simplified where feasible, while maintaining rigorous due diligence, accountability, and oversight.

In addition to assessed and voluntary contributions, authorized revenue-generating activities – including publications, services, and other approved initiatives – will be managed transparently and strategically, with proceeds reinvested to support programme delivery according to established rules and ethical standards.

These measures complement other initiatives under UNESCO80, recognizing that financial sustainability depends on concurrent progress in structural efficiency, disciplined prioritization, and balanced resource composition.

#### **Pillar III: Structural Adjustments**

Structural adjustments are not an end in themselves nor merely a response to budgetary constraints. They are intended to ensure that UNESCO's organizational architecture supports coherent mandate delivery, strengthens intersectoral collaboration, and maintains clear lines of responsibility.

Under UNESCO80, structural adjustment is guided by four mutually reinforcing principles: promoting intersectoral coherence to address complex, cross-cutting challenges; strengthening leadership cohesion to enable clear, timely, and integrated decision-making; ensuring cost-effectiveness and financial sustainability by aligning structures with available resources; and fostering workforce alignment and institutional agility to renew critical skills, optimize staffing, and enhance responsiveness.

Guided by these principles, the first phase of targeted structural adjustments has been identified and is being implemented within the framework of the 43 C/5. The main adjustments are:

### **III.1 Clear Mandate for the Deputy Director-General**

To enhance institutional coherence and operational alignment, the Deputy Director-General will support the Director-General by assuming functions including the oversight of:

- Sector for Administration and Management (ADM).
- Division of Financial Services.
- The new Division of Partnerships.
- Gender Equality Division.

### **III.2 Office of the Director-General (ODG)**

The Office of the Director-General (replacing the “Cabinet”) is structured in full respect of geographical distribution and gender balance. Within the Office, dedicated institutional governance, reform and follow-up functions, are established to ensure disciplined implementation of the UNESCO80 adjustments, enhanced coordination with the Governing Bodies, and strengthened follow-up to Member States’ requests.

### **III.3 Divisions of Strategic Planning and Intersectorality, and Partnerships**

The former “Bureau of Strategic Planning” has been reorganized into two divisions: a Division of Strategic Planning and Intersectorality, reporting directly to the Director-General, and a Partnerships Division under the authority of the Deputy Director-General.

### **III.4 Priority Africa and External Relations Sector**

Recognizing the central role of the field network, a Director has been appointed to the Field Coordination Division to strengthen coherence across field offices, improve alignment between Headquarters and field operations, and enhance performance monitoring.

UNESCO networks (including Goodwill Ambassadors, Chairs, category 2 institutes and centres, and cities, etc.) will be consolidated under a dedicated coordination function to harness these assets, ensure strategic alignment, reduce fragmentation, and increase visibility and impact.

In response to Member States’ requests, the Small Island Developing States (SIDS) Section will be repositioned from the Natural Sciences Sector to the PAX Sector.

### **III.5 Consolidated Sciences**

Within the revised 43 C/5, it is proposed to consolidate the Natural Sciences (SC) and the Social and Human Sciences (SHS) sectors into a single, integrated Sciences Sector, aligned with the organizational model applied to UNESCO’s other programmatic fields of competence (Education, Culture, and Communication and Information).

This consolidation reflects the growing interdependence of scientific, technological, social and policy dimensions in addressing contemporary global challenges, including climate adaptation, technological transformation, demographic change and widening inequalities. It is intended to strengthen interdisciplinary coherence, improve coordination across global scientific networks, and reinforce UNESCO’s leadership within the Global Sciences Agenda. It will also enhance visibility and resource mobilization, while safeguarding the Sciences within the broader UN80 reform context.

The consolidated Sciences Sector will fully preserve the continuity and integrity of Programmes II and III, including their statutory functions, intergovernmental governance arrangements and all existing mandates currently exercised by the two sectors.

The new Sector will be composed of four divisions reflecting the breadth of UNESCO's scientific mandate: Social Policies and Inclusion; Ethics, Research and Technology; Ecological and Earth Sciences; and Water Sciences.

### **III.6 Adjustments in the Sector for Administration and Management (ADM)**

Structural adjustments within the Sector for Administration (ADM) will streamline structures, clarify reporting lines, and strengthen financial integrity. Key measures include:

- Separation of "Budget Management" and "Financial Services" functions in line with audit recommendations.
- Consolidation of the Division of Conferences, Languages and Documents (CLD) and the Division for Operations (OPS).

Further restructuring, including a review of senior administrative leadership (ADG/ADM), will be considered in early 2027 based on operational evidence and reform progress.

### **III.7 Streamlining of Executive Offices**

Executive Offices across Sectors will be reviewed and right sized to ensure consistent configuration, clearer separation between programme coordination and centralized administrative oversight, and strengthened institutional discipline. Regular meetings among Executive Offices will be established to enhance coordination and alignment. Future proposals for additional structural layers or standalone units will require demonstrated mandate necessity and identification of offsetting efficiencies within existing structures.

#### *Shaping UNESCO for the People – Together...*

UNESCO80 is not the end of reform but a Roadmap for a renewed collective effort to strengthen the Organization's clarity, coherence, and capacity to deliver its constitutional mandate. It provides a structured, forward-looking framework for Member States and the Secretariat to align ambition with resources, reinforce normative leadership, enhance operational effectiveness, and ensure long-term sustainability, maximizing impact for the people we serve by building on UNESCO's strengths and comparative advantage.

As a next step, the internal Taskforce established at the outset of the UNESCO80 exercise will be entrusted with following the implementation of the Roadmap and the consolidation of periodic progress reporting, according to Annex I.

**ANNEX I**

**UNESCO80 ROADMAP –**

**IMPLEMENTATION FRAMEWORK**

<b>Pillar I: Efficiencies and Institutional Improvements</b>	
<b>I.1 – Synergies</b>	
<b>I.1.A – With Member States</b>	
<b>Baseline</b>	Engagement with Member States lacks sufficient structure and consolidated follow-up.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Institutionalizing systematic engagement with Electoral Groups and structured thematic briefings.</li> <li>• Establishment of a dedicated follow-up function within the Office of the Director-General and across the Sectors.</li> <li>• Revitalizing induction briefings and information mechanisms for newly appointed Permanent Delegates.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• More predictable, transparent and structured engagement, aligned with Member States priorities.</li> <li>• Strengthened responsiveness and institutional continuity.</li> <li>• Follow-up mechanism in place and fully operational.</li> </ul>
<b>Timeline</b>	Fully implemented.

<b>I.1.B – With the Governing Bodies</b>	
<b>Baseline</b>	Lack of a fully integrated organization-wide tracking and monitoring framework for Governing Bodies' decisions and resolutions.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Developing systemic and operational follow-up mechanism for Decisions/Resolutions by the Governing Bodies.</li> <li>• Institutionalizing regular coordination meetings with leadership of the Governing Bodies.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Improved clarity and information flow regarding implementation status of the Governing Bodies decisions and resolutions.</li> <li>• Regular and structured coordination with the leadership of the Governing Bodies, to strengthen dialogue and facilitate decision-making.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2026.

<b>I.1.C – Across the Secretariat</b>	
<b>Baseline</b>	Limited intersectoral coordination, reducing impact and overall coherence, coupled with insufficient coordination within the Field Network and partial integration of Field Offices and Category 1 Institutes in decision-making processes.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Regular meetings of the Senior Management Team.</li> <li>• Enhancing intersectoral coordination mechanisms.</li> <li>• Strengthening coordination with the Field Network, including their involvement in planning and decision-making, supported by the establishment of a Field Coordination Division within the PAX Sector.</li> <li>• Enhancing cooperation framework with Category 1 Institutes.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Strengthened collective leadership practices.</li> <li>• Enhanced internal coherence.</li> <li>• Stronger intersectoral coordination, teamwork, and joint implementation.</li> <li>• Better operational alignment between Headquarters and the Field Network.</li> <li>• More structured cooperation with Category 1 Institutes while respecting their governance autonomy.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2026.

<b>I.1.D – Within the UN System and on the Global Stage</b>	
<b>Baseline</b>	Limited positioning within the UN system, including the UN80 process, with untapped opportunities to strengthen shared services and operational complementarities, particularly at the field level.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Joining and actively participating in the UN80 Steering Committee.</li> <li>• Strengthening and deepening engagement in inter-agency coordination mechanisms at global and country levels.</li> <li>• Leveraging the “UN Mandate Registry” and “Expertise-on-Demand” platforms to ensure mandate clarity, promote comparative advantage, and identify opportunities for shared-service arrangements where operationally justified.</li> <li>• Reinforcing strategic multilateral partnerships with UN agencies and other Partners, aligned with global priorities.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Stronger positioning within the UN80 reform processes and workstreams.</li> <li>• Enhanced coordination with the “UN Mandate Registry” and “Expertise-on-Demand” platforms.</li> <li>• Improved operational efficiency through shared services and resource-sharing arrangements where appropriate.</li> <li>• Strategic partnerships established across the multilateral system, enhancing complementarity with other UN agencies and increasing institutional visibility at country, regional, and global levels.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2027.

<b>I.1.E – With National Commissions</b>	
<b>Baseline</b>	Coordination and cooperation between UNESCO and National Commissions require further strengthening, with notable disparities in performance across countries.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Strengthening cooperation framework with National Commissions.</li> <li>• Implementing targeted training, technical assistance and peer-learning mechanisms for National Commissions.</li> <li>• Developing and disseminating practical operational guidance tools to share best practices and support National Commissions with limited technical expertise.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Stronger interface to support the delivery of UNESCO’s mandate and impact at the country level.</li> <li>• Enhanced support to National Commissions through targeted training, technical assistance and peer learning.</li> <li>• Guidance and tools developed to share best practices and strengthen coherence and visibility.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2027.

<b>I.1.F – Across UNESCO’s Broader Ecosystem</b>	
<b>Baseline</b>	Insufficient capitalization of UNESCO’s global assets, including category 2 institutes and centres, UNESCO Chairs, UNITWIN Networks, Goodwill Ambassadors, and other ecosystem actors.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Strengthening collaboration with UNESCO’s broader ecosystem to increase the Organization’s visibility</li> <li>• Harnessing the scientific and academic potential of UNESCO Chairs and UNITWIN Networks, including the constitution of thematic and geographical clusters, to enable their active role in evidence-based programme design and in addressing national, regional, and global challenges.</li> <li>• Establishing a coordination function for Networks within the PAX Sector.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Creation of a Networks Coordination function within the PAX Sector.</li> <li>• Establishment of thematic and geographic clusters of expertise.</li> <li>• Integrating academic contributions into strategic planning and implementation.</li> <li>• Establishing an expert advisory support for UNESCO in key thematic areas.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2027.

<b>I.2 – Accountability</b>	
<b>Baseline</b>	Delegation practices and reporting lines across Headquarters, the Field Network, and category 1 institutes are dispersed and unevenly aligned with authority, responsibility, and accountability; while control and delegation mechanisms exist, their application could be made more coherent.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Issuing of Accountability Compacts for senior leadership.</li> <li>• Consolidating and standardization of Delegations of Authority.</li> <li>• Introducing prioritized management indicators and key performance indicators (KPIs).</li> <li>• Finalizing the Accountability Matrix.</li> <li>• Delivering a comprehensive Accountability Operationalization Plan, including adjustments to governance arrangements, reporting lines and performance monitoring frameworks.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Strengthened accountability across UNESCO.</li> <li>• Clearer measurement of programme delivery, operational efficiency and institutional performance.</li> <li>• Clarified roles and responsibilities across Headquarters, Field Offices, and Category 1 Institutes.</li> </ul>
<b>Timeline</b>	Implementation through a two-phase approach: Phase I (April–October 2026) and Phase II (October 2026–April 2027) – EXB 224/17.

<b>I.3 – Transparency</b>	
<b>Baseline</b>	Transparency practices require further systematization to enhance predictability, accessibility of information, and clarity of institutional action.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Establishing dialogue and exchange with Member States, Governing Bodies, staff, and their associations.</li> <li>• Strengthening accessibility and clarity for Member States on voluntary contributions major partnership agreements, and funding allocations.</li> <li>• Enabling donors to track their contributions allocations.</li> <li>• Reviewing and progressively aligning transparency standards with UN system practices.</li> <li>• Systematically publishing the Director-General’s official calendar of meetings and major engagements.</li> <li>• Greater visibility regarding specific contractual modalities.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• More predictable and accessible institutional information.</li> <li>• Enhanced transparency in executive engagement and financial information.</li> <li>• Structured and regular communication with Member States and staff.</li> </ul>

	<ul style="list-style-type: none"> <li>• Greater clarity regarding partnerships and funding flows.</li> <li>• Increased trust among donors.</li> <li>• Strengthened culture of openness and responsible stewardship.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2026.

<b>I.4 – Human Resources</b>	
<b>Baseline</b>	Structural challenges and imbalances in human resources, including uneven distribution, capacity gaps in emerging priority areas, coupled with weakened motivation, staff well-being delivery capacity.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Harmonizing organizational design and standardizing structures.</li> <li>• Implementing strategic workforce planning to align posts and expertise with programme priorities.</li> <li>• Reviewing operational requirements and available competencies to address skills gaps, structural imbalances, and capacity needs.</li> <li>• Reprofilling or redefining posts to progressively reallocate human resources toward mission-critical functions.</li> <li>• Prioritizing recruitment for positions directly related to programme delivery and essential support functions, while ensuring equitable geographical distribution, gender balance, and disability inclusion.</li> <li>• Strengthening capacity-building, career development, and mobility opportunities across Headquarters and the Field</li> <li>• Enhancing recruitment processes through clearer documentation, structured scoring scales, and representative panels</li> <li>• Strengthening staff well-being initiatives and maintaining structured dialogue with staff associations.</li> <li>• Improving clarity, timeliness, and transparency of the internal justice system and recourse mechanisms.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Improved alignment between posts and expertise with programme priorities.</li> <li>• Addressed skills gaps and structural imbalances.</li> <li>• Enhanced professional development and adaptability of staff.</li> <li>• Expanded mobility and facilitated knowledge transfer across Headquarters and the Field.</li> <li>• Strengthened merit-based, transparent and professionally managed recruitment framework.</li> <li>• Progress toward equitable geographical distribution, gender parity and disability inclusion.</li> <li>• Enhanced staff well-being and strengthened workplace culture.</li> <li>• Clearer, more timely, and accessible internal justice processes.</li> </ul>
<b>Timeline</b>	Progressive implementation through 2026–2027.

<b>I.5 – Working Methods</b>	
<b>Baseline</b>	Working methods require modernization to enhance efficiency, effectiveness, and institutional quality, as administrative procedures, reporting formats, procurement practices, and fragmented travel functions generate duplication, administrative burden, and limited oversight across Headquarters and the Field Network.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Advancing digital transformation by consolidating paperless workflows and responsibly integrating emerging technologies, including AI-supported tools in line with UN system practices while safeguarding multilingualism.</li> <li>• Transmitting proposals on the working methods of the Governing Bodies in the context of the open-ended working group under 43 C/Resolution 82.</li> <li>• Rationalizing publication and document production processes, and streamlining reporting formats and internal Secretariat reports.</li> <li>• Reinforcing centralized review of higher-risk procurement transactions, institutionalizing forward-looking procurement planning, expanding long-term agreements, and professionalizing procurement focal points.</li> <li>• Deploying an integrated digital platform for travel and operating costs to streamline workflows and reviewing related expenditure areas, including mobile communications and local transportation.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Modernized working Methods with simplified and streamlined procedures.</li> <li>• Reduced duplication and administrative burden across the Organization.</li> <li>• Lower operating costs, improved operational coherence, and enhanced environmental sustainability.</li> <li>• Better alignment of procurement and travel practices with UN system standards.</li> </ul>
<b>Timeline</b>	Core streamlining measures are expected to be implemented by the end of 2026, with digital integration, reinforced procurement practices, and travel consolidation measures progressively completed throughout 2026–2027.

<b>I.6 – Infrastructure</b>	
<b>I.6.A – Buildings and Physical Assets</b>	
<b>Baseline</b>	UNESCO's Headquarters infrastructure faces advanced deterioration, safety and security risks, and non-compliance with accessibility and environmental standards, with a €220.87 million funding gap for urgent renovations, equipment replacement, and maintenance; the Bonvin building is in a critically degraded state due to obsolete systems.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Reinforcing governance and strategic oversight of Headquarters infrastructure, field premises, archives, and art collections.</li> <li>• Implementing a multiyear preventive maintenance and structured equipment replacement framework.</li> <li>• Strengthening asset management controls and modernizing energy systems to improve efficiency.</li> <li>• Integrating renewable energy solutions and advancing climate-smart infrastructure measures.</li> <li>• Aligning infrastructure management with environmental sustainability standards and international norms.</li> </ul>

	<ul style="list-style-type: none"> <li>• Exploring hosting and cost-sharing arrangements for selected field presences outside Headquarters, in consultation with concerned Member States.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Strengthened lifecycle cost management and maintenance of infrastructure assets.</li> <li>• Enhanced compliance with safety and security standards.</li> <li>• Preservation of UNESCO’s architectural heritage, art collections and archives.</li> <li>• Improved energy efficiency and environmental sustainability.</li> <li>• Reduced risk of operational disruptions.</li> <li>• More sustainable and predictable infrastructure financing.</li> <li>• Enhanced financial sustainability of selected field presences through hosting or cost-sharing arrangements.</li> </ul>
<b>Timeline</b>	Ongoing implementation aligned with the 2024–2033 Capital Master Plan, with priority measures phased through 2026–2027 and beyond.

<b>I.6.B – Digital Infrastructure</b>	
<b>Baseline</b>	UNESCO’s digital governance and IT operating models require modernization to enhance coherence, cost efficiency, and risk management across Headquarters and the Field Network, with UNESCORE undergoing an independent expert review to assess performance, sustainability, and alignment with organizational needs. IT asset and license management need centralization, cybersecurity and disaster recovery systems require strengthening, and digital infrastructure risks must be integrated into the enterprise risk management and internal control framework.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Modernizing digital governance and streamlining IT operating models.</li> <li>• Conducting an independent expert review of UNESCORE to assess performance, cost-effectiveness, sustainability, and alignment with organizational needs.</li> <li>• Centralizing IT asset and license management while strengthening cybersecurity and disaster recovery systems.</li> <li>• Integrating digital infrastructure risks into enterprise risk management and internal control systems.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Improved coherence and cost efficiency in digital governance and IT operations.</li> <li>• Findings from the independent expert review of UNESCORE guiding future optimization, upgrades, and adjustments.</li> <li>• Centralized IT asset and license management.</li> <li>• Strengthened cybersecurity and disaster recovery framework.</li> <li>• More robust and resilient digital infrastructure.</li> <li>• Integration of digital infrastructure risks into enterprise risk management and internal control systems.</li> </ul>
<b>Timeline</b>	Progressive implementation through 2026–2027, with full implementation extending through 2027 and beyond.

<b>Pillar II: Mandate Implementation Review</b>	
<b>II.1 – Intergovernmental Strategic Focus and Prioritization</b>	
<b>Baseline</b>	UNESCO's expanding mandates and delivery mechanisms have created a denser institutional architecture and growing operational obligations which, amid finite resources and rising expectations, risk diluting impact without clear strategic prioritization.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Establishing a structured, Member State-driven intergovernmental process to review the implementation of UNESCO's mandate.</li> <li>Organizing discussions around thematic clusters aligned with UNESCO's fields of competence and cross-cutting priorities, supported by Secretariat documentation, data, financial analysis and proposals for consideration.</li> <li>Assessing programmes, mechanisms and initiatives based on sustained demand, alignment with the constitutional mandate and UNESCO's comparative advantage.</li> <li>Enabling Member States to identify priorities to address emerging global, regional and national challenges, consistent with UNESCO's constitutional mandate.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>Strengthened strategic prioritization of UNESCO's mandate implementation.</li> <li>Identified programmes, mechanisms or initiatives for reinforcement, consolidation, recalibration or redesign, where appropriate.</li> <li>Enhanced alignment between mandate implementation and UNESCO's comparative advantage and strategic priorities.</li> <li>Contribution to the preparation of future Programme and Budget and the Medium-Term Strategy (2030-2037).</li> </ul>
<b>Timeline</b>	Intergovernmental review process in 2026, with full implementation integrated into the next Medium-Term Strategy cycle.

<b>II.2 Mandate Implementation Enablers</b>	
<b>II.2.A – Field Network</b>	
<b>Baseline</b>	While the Field Network remains central to UNESCO's engagement with Member States, evolving cooperation frameworks and growing expectations for measurable impact call for stronger strategic focus, coordination and operational efficiency across the network.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Working toward a more sustainable, strategically focused and results-oriented field model, enhancing agility, operational efficiency, coordination and tangible impact at the country level, while maintaining a strong field presence and partnership-based approach, and fostering synergies with and among Field Offices.</li> <li>Reflecting, in close consultation with concerned Member States and in light of the UN80 workstreams, on the optimal configuration of Regional, National and Liaison Offices.</li> <li>Promoting greater delegated authority to the Field Network, with strengthened accountability and enhanced strategic collaboration within UN Country Teams and with UN agencies, while fully respecting UNESCO's constitutional mandate.</li> </ul>

	<ul style="list-style-type: none"> <li>Facilitating the mobilization of national expertise and partnerships, including exploring the recruitment of qualified local expertise where appropriate to strengthen national ownership and sustainability.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>A more sustainable and strategically focused Field Network.</li> <li>Improved agility, operational efficiency, coordination and impact at the country level.</li> <li>Strengthened collaboration within UN Country Teams, national authorities and partners.</li> <li>Increased mobilization of national expertise and partnerships, while maintaining a strong country presence.</li> <li>Enhanced alignment between the Field Network configuration, UNESCO's strategic priorities, and evolving national contexts.</li> </ul>
<b>Timeline</b>	Progressive implementation through 2026–2027, with integration into future Programme and Budget cycles.

### II.2.B – Category 1 institutes

<b>Baseline</b>	The contribution of category 1 institutes to UNESCO's mandate requires further review to ensure stronger alignment with the Organization's strategic priorities.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Undertaking a structured review of the contribution of category 1 institutes to UNESCO's mandate implementation, including governance and reporting arrangements and long-term financial sustainability.</li> <li>Strengthening their role and clarifying responsibilities within UNESCO's institutional framework, ensuring their expertise is fully leveraged in support of the Organization's strategic direction.</li> <li>Assessing alignment with prioritized mandates, complementarity with Headquarters and the Field Network, measurable results and added value, and review governance, reporting arrangements and long-term financial sustainability.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>Strengthened contribution of category 1 institutes to UNESCO's mandate implementation, with enhanced clarity regarding results, added value, and long-term sustainability.</li> <li>Clarified roles, responsibilities and governance arrangements within UNESCO's institutional framework.</li> <li>Improved alignment with prioritized mandates and complementarity with Headquarters and the Field Network.</li> </ul>
<b>Timeline</b>	Full implementation expected by the end of 2027.

### II.2.C – Other Key Institutional Entities

<b>Baseline</b>	Several institutional entities operate under distinct governance arrangements and carry system-wide responsibilities, representing important assets whose autonomy and potential could be further leveraged.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Reinforcing the capacity, positioning, communication and outreach of the Intergovernmental Oceanographic Commission (IOC), while fully respecting its autonomous status and intergovernmental governance.</li> <li>Enhancing the effectiveness the World Heritage Centre, including strengthening coordination with advisory bodies.</li> </ul>

<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Improved effectiveness and outreach of the Intergovernmental Oceanographic Commission.</li> <li>• Enhanced effectiveness of the World Heritage Centre.</li> </ul>
<b>Timeline</b>	Progressive implementation through 2026-2027.

### II.3 – Communication, Positioning and Outreach

<b>Baseline</b>	Fragmented communication and uneven capture of results can limit recognition of UNESCO’s full mandate and institutional impact.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Developing a coherent, results-oriented communication framework emphasizing demonstrable impact for people, peace and the planet, and presenting UNESCO’s added value in a clear, accessible and people-centred manner, aligned with agreed strategic priorities.</li> <li>• Clarifying UNESCO’s dual and mutually reinforcing role as both a normative standard-setter and an operational partner, including more visibly demonstrating how normative instruments translate into concrete initiatives on the ground in collaboration with Member States, communities and partners.</li> <li>• Modernizing UNESCO’s digital presence through enhanced interactive platforms and strengthened digital tools, including improvements to the institutional website and secure digital tools providing Member States with structured and timely information on programme implementation.</li> <li>• Reinforcing transparency and accessibility standards, while continuing the publication of the regular institutional newsletter launched in January 2026.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Clarified articulation of UNESCO’s full mandate, added value, and impact on people’s lives, peace and the planet.</li> <li>• Enhanced visibility of the Organization’s normative and operational roles.</li> <li>• Strengthened engagement with Member States, partners, and communities.</li> <li>• Modernized digital presence that is more accessible, transparent, and user-friendly.</li> </ul>
<b>Timeline</b>	Partially implemented – full implementation expected by the end of 2027.

### II.4 – Financial Sustainability

<b>Baseline</b>	The global financing environment has become increasingly volatile, marked by declining real value of core funding and growing reliance on earmarked resources. While assessed contributions have remained unchanged, UNESCO’s mandates, obligations, and operational expectations have expanded. Inflation and rising costs have further eroded the purchasing power of the Regular Budget, and the increasing dependence on often-earmarked voluntary contributions limits strategic flexibility and medium-term planning. Together, these dynamics constrain institutional agility, predictability, and ability to produce lasting impact.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Restoring coherence between responsibilities, delivery capacity and financing architecture, including securing core functions through predictable assessed contributions.</li> </ul>

	<ul style="list-style-type: none"> <li>• Sustaining long-standing governmental contributors while broadening institutional partners, including multilateral development banks, UN entities, philanthropic foundations and responsible private-sector actors, in line with due diligence, risk management and ethical safeguards.</li> <li>• Increasing the share of fully unearmarked or softly earmarked voluntary contributions, including through expanded multi-year agreements and thematic projects aligned with prioritized mandate clusters and the Medium-Term Strategy, and leveraging all UNESCO networks.</li> <li>• Supporting programme delivery through diversified, sustainable financing modalities, and innovative financing mechanisms.</li> <li>• Reinforcing transparency and trust by strengthening results-based frameworks, transparent financial reporting and simplified administrative processes, while ensuring transparent and strategic management of authorized revenue-generating activities, with proceeds reinvested in programme delivery.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Improved alignment between UNESCO's mandate, institutional responsibilities and available financial resources.</li> <li>• Increased predictability, flexibility, and sustainability of funding, enabling projects with long-term perspectives to be supported by stable resources.</li> <li>• Diversified and strengthened funding base supported by partnerships with governmental, institutional contributors, philanthropic foundations, and the private sector.</li> <li>• Enhanced transparency, accountability and results-based reporting, strengthening donor confidence and engagement.</li> <li>• Strengthened institutional resilience and long-term financial sustainability.</li> </ul>
<b>Timeline</b>	Progressive implementation through 2026–2027.

<b>Pillar III: Structural Adjustments</b>	
<b>III.1 – Clear Mandate for the Deputy Director-General</b>	
<b>Baseline</b>	Lack of effective use of the Deputy Director-General function to drive institutional coherence and operational alignment across the Organization.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Assigning the Deputy Director-General oversight responsibilities in support of the Director-General, including the Administration and Management Sector (ADM), the Division of Financial Services, the new Division of Partnerships, and the Gender Equality Division.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Strengthened coordination and accountability of administrative, financial, partnership and gender equality functions.</li> </ul>
<b>Timeline</b>	Implemented – Included in the revised 43C/5

<b>III.2 – Office of the Director-General (ODG)</b>	
<b>Baseline</b>	The role of the Office of the Director-General in strengthening institutional governance and follow-up across the Organization is not yet fully leveraged and does not fully reflect equitable geographical distribution.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Establishing dedicated functions within the Office to for institutional governance coordination, reform implementation and follow-up to Member States’ requests.</li> <li>Ensuring the Office is organized to reflect equitable geographical distribution and gender balance.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>Strengthened coordination of governance processes and reform implementation.</li> <li>Improved institutional follow-up to Member States’ requests and interactions with the Governing Bodies.</li> </ul>
<b>Timeline</b>	Implemented – Included in the 43C/5

<b>III.3 – Divisions of Strategic Planning and Intersectorality, and Partnerships</b>	
<b>Baseline</b>	Strategic planning and partnerships are currently housed within the same Divion “Bureau of Strategic Planning”, limiting focus on each area, while no dedicated function exists to monitor and promote intersectoral coordination.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Reorganizing the former Bureau of Strategic Planning into two separate divisions to allow greater focus on each of its two key functions: Strategic Planning and Partnerships.</li> <li>Adding “Intersectorality” to the Division of Strategic Planning, reporting directly to the Director-General, while the Partnerships Division reports to the Deputy Director-General who will support the Director-General in this important function.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>Improved institutional coherence between strategic planning and intersectorality.</li> <li>Enhanced focus on the partnerships Division supervised by the Directed-General and the Deputy Director-General.</li> </ul>
<b>Timeline</b>	Implemented – Included in the revised 43C/5

<b>III.4 – Priority Africa and External Relations Sector (PAX)</b>	
<b>Baseline</b>	The organization of the PAX sector presents opportunities for further strengthening, particularly in enhancing field coordination, improving coordination across UNESCO broad ecosystem, and increasing focus on SIDS-related priorities, which are managed under Natural Sciences Sector.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Appointing/Establishing a Director for the Division of the Field Coordination to strengthen coherence across field offices, improve alignment between Headquarters and field operations, and enhance performance monitoring.</li> <li>Consolidating UNESCO networks (including Goodwill Ambassadors, UNESCO Chairs, category 2 institutes and centres, cities networks, etc.) under a dedicated coordination Section within PAX.</li> </ul>

	<ul style="list-style-type: none"> <li>• Repositioning the Small Island Developing States (SIDS) Section/unit from the Natural Sciences Sector to the PAX sector to support SIDS across all sectors, in response to Member States' requests.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Strengthened coherence and coordination across the Field Network and improved alignment between Headquarters and field operations.</li> <li>• Improved strategic alignment, visibility, and impact of UNESCO's global ecosystem, harnessing this unique rich asset to enhance visibility, mobilize resources, and leverage academic expertise</li> <li>• Enhanced institutional coordination of initiatives related to Small Island Developing States (SIDS), supporting SIDS in all sectors.</li> </ul>
<b>Timeline</b>	Full implementation is expected by the end of 2026 - Included in the revised 43C/5

<b>III.5 – Consolidated Sciences</b>	
<b>Baseline</b>	The separation of Natural Sciences (SC) and Social and Human Sciences (SHS) into two sectors results in fragmentation, reducing UNESCO's visibility, weakening resource mobilization and running counter to global trends. This segmentation is particularly risky in the context of UN80 reforms, given the growing interdependence of scientific, technological and social dimensions, which calls for closer integration to enhance coherence and impact.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Consolidating the Natural Sciences (SC) and Social and Human Sciences (SHS) sectors into a single integrated Sciences Sector, aligned with the organizational model applied to UNESCO's other programmatic fields of competence.</li> <li>• Ensuring that the consolidated sector preserves the continuity and integrity of Programmes II and III, including their statutory functions, intergovernmental governance arrangements and existing mandates.</li> <li>• Structuring the consolidated Sciences Sector into four divisions preserving all current functions: (I) Social Policies and Inclusion; (II) Ethics, Research and Technology; (III) Ecological and Earth Sciences; and (IV) Water Sciences.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Strengthened interdisciplinary coherence across UNESCO's scientific mandate.</li> <li>• Simplified governance and making collaboration easier for partners.</li> <li>• Improved coordination across global scientific networks and programmes.</li> <li>• Reinforced UNESCO leadership within the Global Sciences Agenda.</li> <li>• Enhanced visibility and resource mobilization for the Sciences, while safeguarding their role within the broader UN80 reform context.</li> <li>• Budget savings.</li> </ul>
<b>Timeline</b>	Implementation after the 224 <sup>th</sup> Executive Board session - Included in the revised 43C/5

<b>III.6 – Adjustments in the Sector for Administration and Management (ADM)</b>	
<b>Baseline</b>	The Administration and Management Sector, established in 2018, requires further strengthening through structural adjustments and continued implementation of audit recommendations.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Separating the Budget Management and Financial Services functions in line with audit recommendations.</li> <li>• Consolidating the Division of Conferences, Languages and Documents (CLD) and the Division for Operations (OPS).</li> <li>• Considering further restructuring, including a review of senior administrative leadership (ADG/ADM) in early 2027, based on operational evidence and reform progress.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Streamlined structures within the Sector for Administration and Management.</li> <li>• Clarified reporting lines within the ADM Sector.</li> <li>• Strengthened financial integrity in administrative and financial management functions.</li> <li>• Reducing an administrative layer if the sector is discontinued in early 2027, creating a more agile structure and generating budget savings.</li> </ul>
<b>Timeline</b>	Full implementation by mid-2027- Included in the revised 43C/5

<b>III.7 – Streamlining of Executive Offices</b>	
<b>Baseline</b>	The configuration and roles of Sector Executive Offices vary across the Organization, highlighting opportunities to strengthen consistency, clarify functions and reinforce institutional discipline.
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Right-sizing Executive Offices across Sectors.</li> <li>• Ensuring clearer separation between programme coordination and centralized administrative oversight.</li> <li>• Strengthening regular meetings among Executive Offices to enhance coordination and alignment.</li> </ul>
<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Established more consistent configuration of Executive Offices across Sectors.</li> <li>• Clarified separation between programme coordination and centralized administrative oversight.</li> <li>• Improved coordination and alignment among Executive Offices.</li> </ul>
<b>Timeline</b>	Full implementation in 2026.



# General Assembly

Distr.: General  
7 April 2026

**Eightieth session**  
Agenda item 123  
**Strengthening of the United Nations system**

## **Resolution adopted by the General Assembly on 31 March 2026**

[without reference to a Main Committee ([A/80/676](#), para. 4)]

### **80/251. Mandate creation, implementation and review for an efficient and effective United Nations**

*The General Assembly,*

*Reaffirming* the Charter of the United Nations and its purposes and principles,

*Recalling* its resolutions [79/318](#) of 18 July 2025 and [80/242](#) of 30 December 2025 and its decision 79/571 of 2 September 2025,

*Emphasizing* that the mandate implementation review is one of the essential workstreams to achieve the UN80 Initiative goal of creating a more efficient and effective United Nations system,

*Recognizing* the importance of other reform, revitalization and rationalization processes under way across the United Nations system,

1. *Agrees* that the following principles shall be applied across the United Nations system throughout the mandate life cycle, that is, in respect of the creation, implementation and review of United Nations system mandates:

(a) The function of mandates across the United Nations system is to fulfil the purposes and principles of the Charter of the United Nations and, in doing so, deliver maximum impact for Member States and the people we serve, while taking into account the needs and interests of future generations;

(b) The diverse nature of mandates and their contexts, and of the membership, governance structures and financial and administrative arrangements across the United Nations system must be respected and preserved;

(c) Decisions on mandates are the exclusive prerogative of Member States;

(d) United Nations secretariats and stakeholders have an indispensable role to play in supporting Member States throughout the mandate life cycle;



(e) Efforts to improve the creation, implementation and review of mandates shall be undertaken in a manner which upholds the balance across the three pillars of the United Nations – peace and security, human rights, and development – and no pillar shall be disadvantaged as a result;

(f) A culture of continuous improvement, accountability, enhanced strategic coordination and cooperation, cost-efficiency and cost-effectiveness across the United Nations system is essential to ensure coherent, fit-for-purpose and timely responses to current and future global challenges and efficient and effective mandate delivery;

(g) The full and equal participation of Member States, including through the integration of multilingualism by ensuring the use of official and working languages of the United Nations enhances the efficiency and effectiveness of the Organization and must be respected;

(h) Approaches derived from best practices across the United Nations system shall be embraced throughout the mandate life cycle to maximize impact and efficiency;

(i) Enhanced visibility and transparency of the mandate landscape across the United Nations system are required to ensure coherence and avoid unnecessary duplication;

(j) In exercising their sovereign prerogatives, Member States shall exercise discipline and strive for enhanced clarity and brevity when creating mandates;

(k) Member States shall employ evidence-based decision-making throughout the mandate life cycle;

(l) Mandates shall be resourced to ensure effective implementation, in accordance with established programme planning and budgetary processes;

(m) Member States shall fulfil their financial obligations as set out in the Charter, on time, in full and without conditions;

(n) Mandate implementation shall be regularly reviewed to assess impact and inform decisions on the future of mandates;

### **Mandate creation**

2. *Agrees* that proponents of new mandates shall provide, for the information of Member States and without prejudice to negotiations on the substantive merits of the proposal, a concise concept note which includes the context and rationale; objectives and expected impact; the mandate landscape; proposed mandated activities; indicative financial implications; the technical secretariat focal point; a United Nations system implementation lead; and implementation timelines, and therefore:

3. *Requests* the Secretary-General, making full use of relevant existing mechanisms and resources, to make available, upon request, enhanced administrative and technical secretariat support to proponents of mandates, including identification of the technical secretariat focal point, preliminary guidance on a United Nations system implementation lead and the provision of indicative financial implications;

4. *Also requests* the Secretary-General to develop the United Nations Mandate Registry as a critical reference tool by ensuring that it is comprehensive, updated regularly to include new mandate sources, and linked, as appropriate, to other mandate source registries across the United Nations system;

5. *Commits* to drafting and adopting clearer and more concise mandates which include streamlined preambular paragraphs, well-defined scopes, objectives and mandated activities, implementation road maps, mandate implementation review clauses and timelines and, as appropriate, mandate retirement clauses and expected funding arrangements;

6. *Requests* the Secretary-General, making full use of relevant existing mechanisms and resources, to make available to Member States, on an ongoing basis and in a centralized location, enhanced information and resources relevant to decision-making throughout the mandate life cycle, including drafting and process guidance; links to established rules and practices; an indicative cost catalogue of commonly mandated activities; and a list of designated contact points for collaboration with United Nations system entities;

7. *Commits* to exercising discipline by deciding only to mandate the convening of meetings, including high-level meetings, or the commissioning of reports or other activities required to achieve the stated objectives of the resolution or decision;

### **Mandate implementation**

8. *Requests* the Secretary-General to enhance reporting on mandate implementation by ensuring that reports are timely, more focused and user-oriented, including by developing templates with differentiated formats and length, as determined by their purpose and the nature of the information being presented, and that they incorporate user-centred design approaches and make greater use of data, while maintaining transparency and comprehensive coverage of important issues;

9. *Agrees* that Member States shall, in accordance with established programme planning and budgetary processes, allocate the resources necessary for the implementation of mandates with clear budgetary implications that cannot be absorbed within existing resources, and welcomes efforts by Member States to reprioritize existing similar or duplicative activities, where possible;

10. *Encourages* the Secretary-General to enable more effective use of resources, including through the allocation of resources necessary for mandate implementation, by enhancing the overall effectiveness of the Organization, strengthening budget discipline, and absorbing resource implications within existing resources, where appropriate;

11. *Requests* the Secretary-General, including in her/his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to facilitate coordination and the assignment of implementation responsibilities among Secretariat entities and across the United Nations system, as appropriate, based on comparative and collaborative advantage, and consistent with decisions of the respective intergovernmental mandating organs;

12. *Agrees* that mandates shall be implemented in an efficient and effective manner to ensure maximum impact on the ground;

### **Mandate review**

13. *Agrees* to include mandate implementation review clauses, which could include clear timelines, indicators, criteria and mechanisms, in all new and renewing mandates, and encourages consideration of mandate implementation review cycles of three to five years;

14. *Commits* to ensuring that mandate implementation reviews focus on outcomes and impact, rather than only activities and outputs;

15. *Encourages* the consistent allocation of resources necessary for the conduct of such mandate implementation reviews, including by utilizing existing oversight and review mechanisms;

16. *Requests* the Secretary-General to review the full portfolio of mandated reports of the Secretary-General to identify candidates for combination or change in periodicity, for presentation to Member States by the end of June 2026, for their consideration;

17. *Agrees* that Member States shall explore options to undertake collective mandate implementation reviews across intergovernmental organs and clustered mandate implementation reviews of similar or related mandates;

18. *Requests* the Secretary-General to provide advice on possible mechanisms to undertake collective mandate implementation reviews and clustered mandate implementation reviews, for presentation to Member States by the end of September 2026, for their consideration;

19. *Also requests* the Secretary-General to strengthen and harmonize management for results mechanisms across the United Nations system, including how results are measured and communicated, based on system-wide reporting standards;

20. *Reaffirms* that, once adopted, mandates remain valid until fully implemented or expired as provided for in their original or renewing resolution or decision, unless otherwise renewed, adapted, merged, replaced or retired by a decision of Member States;

21. *Decides* to develop measurable, clear and objective criteria to guide decisions on the renewal, adaptation, merger, replacement or retirement of General Assembly mandates, while reaffirming that such decisions shall be informed by accurate data and impartial expertise and analysis;

22. *Agrees* to undertake a review of the existing stock of mandates from General Assembly resolutions, without duplicating any existing mandate review processes, with a view to taking decisions on their renewal, adaptation, merger, replacement or retirement, and to develop modalities to guide this review;

23. *Calls upon* other intergovernmental organs across the United Nations system to review their existing stock of mandates in accordance with their respective intergovernmental decision-making processes;

24. *Requests* the Secretary-General to review mandates to identify those that are inactive, duplicative or fully implemented, for presentation to Member States by the end of December 2026, for their consideration;

25. *Agrees* that mandates that are in the Charter, norm-setting of universal character, institution-creating, or relate to ongoing political situations which have implications for international peace and security shall not be subject to the reviews referred to in paragraphs 22, 23 and 24, unless otherwise agreed by Member States;

26. *Also agrees* that Member States shall review the frequency with which agenda items, resolutions and decisions are considered by intergovernmental organs for the purpose of taking a more strategic and streamlined approach to their periodicity based on their nature and purpose; this may include biennializing resolutions and decisions which are traditionally considered annually, and triennializing resolutions and decisions which are traditionally considered biennially, as appropriate;

### System-wide coordination and coherence

27. *Agrees* that Member States shall improve their intergovernmental coordination and oversight mechanisms to enhance strategic coordination and coherence across the United Nations system;

28. *Requests* the Secretary-General, in her/his capacity as Chair of the Chief Executives Board, to regularly review mechanisms that coordinate across the United Nations system to foster a culture of continuous improvement and to enhance strategic coordination and coherence;

29. *Also requests* the Secretary-General, including in her/his capacity as Chair of the Chief Executives Board, to provide tools and reference materials to support Member States' decision-making throughout the mandate life cycle, including by further developing practical, interoperable digital tools including, where feasible, the development of digital tools and portals, in addition to the Mandate Registry, that provide consolidated, timely and comparable information on mandates, resources, activities and results, using common definitions and reporting standards to the extent possible, in order to support a system-wide perspective and enhance coherence across the United Nations system, noting that any tools that use artificial intelligence shall have appropriate safeguards and effective human oversight;

30. *Further requests* the Secretary-General to remain responsive to requests from Member States for enhanced functionality of the Mandate Registry and other digital tools to support decision-making throughout the mandate life cycle and to provide Member States with ongoing guidance and training to enable them to make full use of these tools;

31. *Calls upon* presiding officers and bureaux of intergovernmental organs across the United Nations system to improve the efficiency and effectiveness of their working methods, share best practice where relevant, and strive for harmonization, through enhanced collaboration;

32. *Calls upon* all intergovernmental organs across the United Nations system to take a consistent approach to mandate creation, implementation and review, by applying the principles and actions outlined in the present resolution;

### Next steps

33. *Decides* to continue the work of the informal ad hoc working group on mandate implementation review as the Ad Hoc Working Group on Mandate Implementation Review (the Working Group) to complete the tasks outlined in the present resolution, on the following basis:

- (a) The Working Group will be open to all Member States and observers;
- (b) The President of the General Assembly will appoint two Co-Chairs of the Working Group;
- (c) The Working Group will resume its work by 1 May 2026 and conclude its work no later than 30 April 2027;
- (d) The Working Group will:
  - (i) Develop a concept note template, resolution and decision templates, model mandate implementation review clauses and model mandate retirement clauses, by the end of May 2026;
  - (ii) Receive and consider the Secretary-General's review of mandated reports of the Secretary-General, as outlined in paragraph 16, by the end of July 2026;

- (iii) Develop clear and objective criteria to guide decisions on the renewal, adaptation, merger, replacement or retirement of General Assembly mandates, as outlined in paragraph 21, by the end of August 2026;
  - (iv) Develop modalities to guide the review of the existing stock of General Assembly mandates, as referred to in paragraphs 22 and 25, by the end of August 2026;
  - (v) Receive the Secretary-General's advice, as set out in paragraph 18, and explore options for collective mandate implementation reviews and clustered mandate implementation reviews, by mid-December 2026;
  - (vi) Facilitate engagement between Member States and the Secretariat to support the ongoing development of the Mandate Registry and other tools and reference materials, as outlined in paragraphs 6, 29 and 30, by mid-February 2027;
  - (vii) Receive and consider the Secretary-General's review of inactive, duplicative or fully implemented mandates, as outlined in paragraph 24, by the end of March 2027;
- (e) The Co-Chairs of the Working Group will provide a more detailed road map to Working Group members to support their participation in the deliberations of the Working Group;
- (f) The Co-Chairs of the Working Group will provide the General Assembly with an update on the progress of the Working Group by the end of the eightieth session of the Assembly;
- (g) Member States will strive for consensus in the deliberations of the Working Group;
- (h) The Secretary-General will provide substantive support to the Working Group as needed for the effective discharge of its mandate.

*76th plenary meeting  
31 March 2026*

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