
III - STRUCTURE AND PRESENTATION OF DOCUMENT 32 C/5

Paragraph 20 – Expected Results

Question 23

Are you satisfied with the presentation and formulation of the revised expected results at the Main Line of Action level as they appear in the Approved Programme and Budget for 2002-2003 (31 C/5 Approved)? Are there areas for improvement? Where and how?

Question 24

Do you, in general, consider the structure of document 31 C/5 – i.e. five major programmes, with one principal priority and other priorities as well as assigned cross-cutting projects – satisfactory? Would you propose structural changes in general or pertaining to major programme presentation, and if so, which?

Question 25

Would you like to see a more explicit designation and presentation of flagship projects in document 32 C/5?

Response of Canada

Canada applauds UNESCO for the progress it has made in results-based management. Further work needs to be done, however, as there is still a tendency to report quantitative “outputs” rather than qualitative results. Many of the expected results contained in the 31 C/5 Approved are generic and vague, and measuring real results will therefore be difficult. It is recommended that the 32 C/5 include performance indicators, possibly with a critical path, as a means of facilitating the measurement and evaluation of expected results.

As with several previous questions, Question 24 relates exclusively to the 31 C/5 that has already been approved and is not subject to revision. We support the overall format and structure of the 31 C/5, but for the 32 C/5 would prefer a more integrated approach to the cross-cutting themes (see the Response of Canada to Questions 10, 11, and 12 above).

We note that the Intergovernmental Oceanographic Commission and the World Heritage Programme are identified as “flagship programmes” in the 31 C/4 Approved, but that this distinction is not mentioned in the 31 C/5 Approved. It seems appropriate that there should be some mention of this status in the Programme and Budget as well.