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Orientation meeting for Executive Board members

Presentation by the Bureau of Strategic Planning

29 January 2026

Strategic Planning and Reporting

Key roles of the Executive Board



Strategic direction

Examines the programme of work of Organization and corresponding budget



Oversight and monitoring

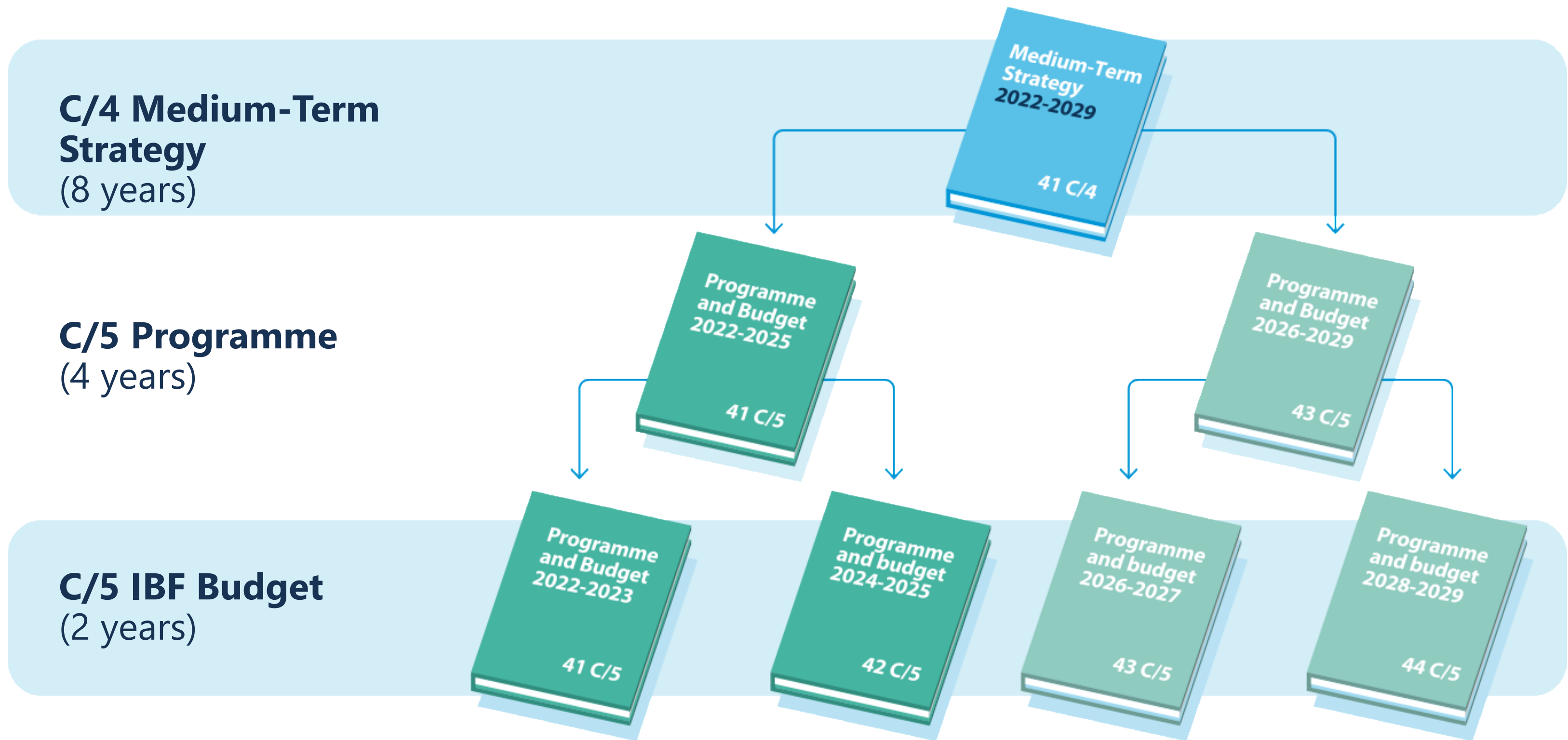
Ensures effective execution of Programme adopted by General Conference



Informal policy exchanges

Dialogue with Secretariat during Information meetings

UNESCO overall planning architecture



Strategic Documents

Document number	Title	Nature
C/4	Medium-Term Strategy	8 years
C/5	Programme and Budget	4 years Programme 2 years Budget
C/6	Recommendation by the Executive Board on the draft C/5 to the General Conference	Prepared at the spring session of the Executive Board of the 2 nd year of the biennium If necessary, Addendum may be prepared at the autumn session of the Executive Board.
C/11	Recommendation by the Executive Board on the draft C/4 to the General Conference	Prepared at the spring session of the Executive Board of the year of the General Conference at which it will be adopted. If necessary, Addendum may be prepared at the autumn session of the Executive Board

Strategic planning cycle (2025-2027)

2025	2026		2027		
43 GC (NOV.)	224 EXB (SPRING)	225 EXB (AUTUMN)	226 EXB (SPRING)	227 EXB (AUTUMN)	44 GC (NOV.)
<p>Adoption of 43 C/5 Resolutions (Programme and Budget 2026-2027)</p> <p><u>43 C/Res, 84:</u></p> <p>43 C/5 budget (2026-2027) and expenditure plan</p> <p>(one-time exception)</p>	<p>Adoption of the 43 C/5 budget (2026-2027) & expenditure plan</p> <p>(one-time exception)</p>	<p>Decision on:</p> <p>DG Preliminary Proposal of the Draft Programme and Budget (2028-2029) (draft 44 C/5)</p>	<p>44 C/6:</p> <p>Decision and recommendation to GC on the Draft Programme and Budget (2028-2029) (draft 44 C/5)</p>	<p>44 C/6 Add. (if necessary):</p> <p>Additional recommendations of EXB to GC on the draft 44 C/5</p>	<p>Adoption of the Programme and Budget (2028-2029) (44 C/5)</p> <hr/> <p>Consideration and Adoption of the Roadmap for:</p> <ul style="list-style-type: none"> • <u>45 C/4 (Medium-Term Strategy 2030-2037)</u> • 45 C/5 (Programme and Budget 2030-2033)

Strategic planning cycle (2027-2029)

2027	2028		2029		
44 GC (NOV.)	229 EXB (SPRING)	230 EXB (AUTUMN)	231 EXB (SPRING)	232 EXB (AUTUMN)	45 GC (NOV.)
<p>Adoption of the Programme and Budget (2028-2029) (44 C/5)</p> <hr/> <p>Consideration and Adoption of the Roadmap</p> <ul style="list-style-type: none"> • 45 C/4 (Medium-Term Strategy 2030-2037) • 45 C/5 (Programme and Budget 2030-2033) 		<p>Decision on the Preliminary Proposals of the:</p> <ul style="list-style-type: none"> • 45 C/4: <u>Medium-Term Strategy (2030-2037)</u> • 45 C/5: Programme and Budget (2030-2033) 	<p>45 C/11: Recommendation to GC on the draft Medium-Term Strategy (2030-2037) (draft 45 C/4)</p> <p>45 C/6: Recommendation to the GC on the draft Programme and Budget (2030-2033) (draft 45 C/5)</p>	<p>45 C/11 Add. + 45 C/5 Add. (if necessary): Additional recommendations of EXB to GC on the 45 C/4 and 45 C/5</p>	<p>Adoption by the GC of the:</p> <ul style="list-style-type: none"> • Medium-Term Strategy (2030-2037) 45 C/4 • Programme and Budget (2030-2033) 45 C/5

Reporting cycle – as set by 41 C/Resolution 75



C5 Implementation Report

Are we doing things right?



- Programmatic – outputs
- Financial - execution of budget



Annual: each spring session of EXB







Strategic Results Report

Are we doing the right things?

- Strategic, retrospective, and forward-looking
- Impact, challenges, and lessons learned

Fall session of the 3rd year of each quadrennium to inform next programme cycle

Reporting cycle

2026	2027	2028	
224 EXB (SPRING)	226 EXB (SPRING)	229 EXB (SPRING)	230 EXB (AUTUMN)
 <p>Presentation of the C/5 implementation Report On the previous biennium (2024-2025) (224 EX/4)</p>	 <p>Presentation of the C/5 implementation Report On year 1 of 43 C/5 (2026) (226 EX/4)</p>	 <p>Presentation of the C/5 implementation Report On the previous biennium (2026-2027) (229 EX/4)</p>	 <p>Presentation of the Strategic Results Report Covering the period 2022-2027 Decision on the Preliminary Proposals of the 45 C/4 & 45 C/5</p>



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THANK YOU

Bureau of Strategic Planning