



United Nations  
Educational, Scientific and  
Cultural Organization

# **Executive Board**

Hundred and ninetieth session

190 EX/INFORMATION MEETING

## **REPORT ON THE INFORMATION MEETING OF THE EXECUTIVE BOARD**

**Monday, 7 May 2012**  
**(10.10 a.m. – 1 p.m. and 3.05 p.m. – 3.55 p.m.)**



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In accordance with 155 EX/Decision 5.4, an information meeting between representatives of States Members of the Executive Board and the Director-General was held at UNESCO Headquarters on 7 May 2012. Fifty-four of the 58 Members were represented at the meeting, to which all Permanent Delegations to the Organization, non-Board Members and Permanent Observers had been invited. An account of the meeting follows.

### Morning meeting

#### 1.1 **The Chairperson** *in extenso*:

Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, dear colleagues, I should like to welcome you to the first Information Meeting of the Executive Board with the Director-General for the 2012-2013 biennium. These meetings are intended to foster dialogue and exchanges of information between the Secretariat and the Board on issues of concern and represent an important modality for the Board to take informed decisions during its sessions.

1.2 As we are all aware, the work of the 189th session of the Board this past February focused on responses to the difficult financial situation faced by the Organization. In this regard, the Board approved the Director-General's road map to move forward with the implementation of document 36 C/5 in the context of a significantly reduced budgetary level, along with several key cost-cutting measures. Although the Organization has managed to address some of the more immediate and pressing operational issues, there is still a persisting budgetary challenge for the medium- to long-term implementation of document 36 C/5. Therefore, this concern remains a primary preoccupation for Board Members and non-Board Members alike and represents one of two key topics for this information meeting.

1.3 While it is crucial for the Organization to ensure continued financial feasibility and sustainability of its programmes and overall operations, it is equally critical that UNESCO be actively and meaningfully engaged in ongoing reflection throughout the United Nations system on the Millennium Development Goals and the post-2015 international development agenda. Considering the numerous international fora on these matters, including the upcoming United Nations Conference on Sustainable Development (Rio+20), this is a relatively fast-moving process. UNESCO must be fully engaged in this process in all of its fields of competence so as to deliver on its mandate and strengthen its relevance in the international development discourse for years to come. Therefore, this issue represents the second key topic for the meeting today.

1.4 These two topics emerged as important items for today's meeting during my electronic consultations of Board Members. At this point, I should like to reiterate my thanks to Board Members for actively participating in this process. It seems that the use of electronic consultations is proving to be a viable and useful modality of work that does not incur additional expenses, and I should like to continue with this option whenever appropriate.

1.5 I should also like to thank Board Members for submitting written questions before the meeting today and for focusing their questions primarily on the two key topics identified. A total of 49 questions have been submitted, with 18 questions relating to the road map, 12 questions on the post-2015 development framework, three programme-specific questions, three questions relating to the C/4 and C/5 documents, three questions on partnerships and 10 management questions.

1.6 With regard to the road map, some of the concerns raised include its implementation in terms of sharper prioritization and focus, the shifting of resources from administration to the programmes, the use of consultants, leveraging UNESCO's broad network of partners, field network reform, the

structure of the Secretariat in the next C/4 and C/5 documents and the criteria applied to allocate resources from the Emergency Fund.

1.7 In regard to the Organization's preparations for the development of a new post-2015 framework, there are general questions about UNESCO's participation in and substantive input into the wider United Nations process, the framework of consultations of Member States, youth engagement in this process and the specific role of education in the post-2015 international development agenda.

1.8 It is clear that we have a rich dialogue with the Director-General ahead of us, so I should now like to conclude my brief opening remarks and proceed to the crux of the meeting today. Thank you for your attention.

1.9 Now, dear colleagues, you have received and you have before you the consolidated list of questions, organized in three parts. The first two concern the specific topics that I have just mentioned, and the third concerns other subjects that are just as important but do not seem to fall under either of the two proposed themes. According to the usual format of the Board's information meetings, the Director-General will make her introductory remarks to brief you on recent developments and to respond to the written questions submitted in advance. Our question-and-answer session will follow immediately after. I am now pleased to give the floor to the Director-General.

## 2.1 **The Director-General** *in extenso*:

Madam Chairperson of the Executive Board, Madam President of the General Conference, distinguished Members of the Executive Board, we meet in this context for the first time since the 189th session of the Executive Board. It is essential that we take every opportunity to review together the situation facing UNESCO and our action in response.

2.2 The situation is dynamic. This calls for a flexible and rolling approach that adapts as needs evolve. It calls for unity of purpose across all parts of the Organization.

2.3 You have asked for an overview of the financial situation, the state of progress on the road map and our lines for the post-2015 international agenda. Before addressing each of these, let me review some of the action undertaken across the Organization since the last session of the Executive Board. I will seek also to answer each of your questions.

2.4 The Executive Board met barely two months ago. Since then, UNESCO has been working all out to support societies in enhancing the dignity and capacities of all of their members, to bolster the efforts of States in meeting the international development goals, including the Millennium Development Goals and the objectives of Education for All, and to help to fill gaps in development and global governance for education, culture, the sciences, communication and information. We have been preparing for a successful United Nations Conference on Sustainable Development – Rio+20. I had the opportunity to share my views on sustainable development at the recent thematic debate on this subject. Science, technology and innovation stand at the heart of UNESCO's contribution.

2.5 I am pleased to inform you that the United Nations Secretary-General requested me to convene an Ad Hoc Group of United Nations system senior officials and representatives of major scientific bodies to advise him on the implementation of and way forward for science-related recommendations contained in the recent report of the High-Level Panel on Global Sustainability entitled *Resilient People, Resilient Planet: A Future Worth Choosing*. As you will recall, the High-Level Panel was established by the Secretary-General on 9 August 2010 and is co-chaired by President Tarja Halonen of Finland and President Jacob Zuma of South Africa.

2.6 The Ad Hoc Group has been asked for recommendations on strengthening the interface between policy and science – including on a global science initiative that the Secretary-General

may announce at Rio+20. The report of the Ad Hoc Working Group will also provide the Secretary-General with recommendations for establishing the advisory mechanism most appropriate to him and to the other United Nations agencies on sciences for sustainability.

2.7 I have already convened two meetings of the Ad Hoc Group, composed of the heads of the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme, the United Nations Conference on Trade and Development (UNCTAD), the World Health Organization, the World Meteorological Organization, the International Council for Science (ICSU), the International Social Science Council (ISSC), the Academy of Sciences for the Developing World, the Inter-Academy Council and the World Conservation Union (IUCN). We are working in full force to support the Secretary-General in this initiative.

2.8 I am also pleased to announce that the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) was formally established on 21 April in Panama City.

2.9 In response to the question raised by the representative of Canada, I note that UNESCO has played a significant role in this process, as have the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The affiliation of IPBES with the United Nations will be clarified at its first plenary session, to be held in late 2012/early 2013. In Panama City, governments welcomed the joint proposal of UNESCO, FAO, UNDP and UNEP to co-host institutionally the Platform, which will now be housed in Bonn, Germany.

2.10 Governments also invited the four organizations to develop their proposal for consideration at the first plenary session. I note that this proposal responds to the decision adopted by the Executive Board at its 185th session for UNESCO to seek institutional association with the Platform. I will work with my counterparts to elaborate the proposal on the Platform's joint administration. I am convinced that affiliation with IPBES is a strategic opportunity for UNESCO to position itself ever more firmly at the heart of international science-related efforts and to give due priority to biodiversity matters. I encourage all Member States attending the first IPBES plenary session to support UNESCO's proposal to become the institutional co-host of the programme.

2.11 I was honoured, ladies and gentlemen, to open the First Africa Forum on Science, Technology and Innovation for Youth Employment, Human Capital Development and Inclusive Growth, held in Nairobi, Kenya, from 1 to 3 April, with 57 ministers in attendance. It was organized with the African Union Commission, the African Development Bank and the Economic Commission for Africa, in collaboration with the Association for the Development of Education in Africa and in cooperation with the Government of Kenya. I thank all partners, and especially the Government of Kenya, for making this successful conference a milestone in our efforts to strengthen science, technology and innovation (STI) capacities in Africa. I draw your attention to the Nairobi Declaration that resulted from the Forum and to the commitments made by all countries concerned to deepen their efforts in science, technology and innovation to build more sustainable societies and economies.

2.12 From 25 to 29 March, UNESCO co-chaired the landmark Planet under Pressure Conference in London, which I had the honour to address. It was the largest international conference of its kind in the last five years, attended by some 3,000 experts from across the sciences, and its outcome report put forward strong recommendations for Rio+20. This was another key event in the run-up to Rio+20.

2.13 Earlier that month, at the Sixth World Water Forum, held in Marseille from 12 to 17 March, UNESCO launched the Fourth United Nations World Water Development Report, together with the Chair of UN-Water, Mr Michel Jarraud, Secretary-General of the World Meteorological Organization.

2.14 I wish to say in response to the representative of Pakistan that I agree that UNESCO has unique leadership on water issues. This has been highlighted by the Fourth United Nations World Water Development Report, which is the first to mainstream gender issues throughout its analysis, and by the special event that we held in Marseille on gender equality and water, and is embodied in the work of the International Hydrological Programme. The Programme's eighth phase (2014-2021) focuses on *Water security: responses to local, regional and global challenges*. It will move forward through five themes identified in consultation with Member States – water-related disasters, groundwater, water scarcity, water quality, ecohydrology and water education. I wish to underline here that cooperation between UNESCO and the Government of Pakistan shows what the Organization can do in this area.

2.15 Our action is strong thanks to our network of category 2 centres and UNESCO Chairs, our coordination of the *World Water Assessment Programme* and the UNESCO-IHE Institute for Water Education. I wish to thank the Government of the Netherlands for their support. This category 1 institute provides essential capacity-building to train water leaders, especially for the developing world, reaching since 1957 more than 15,000 water professionals from over 160 countries. I was honoured to attend the recent graduation ceremony at the Institute.

2.16 Let me note also that, on 12 April, we held a UNESCO Future Forum on Global Water Futures 2050. This included the Organization's most senior water specialists and provided a very rich debate on the post-2015 agenda and beyond, and on UNESCO's role.

2.17 The Intergovernmental Oceanographic Commission (IOC) is also mobilized fully for Rio+20. UNESCO is a key contributor to the United Nations Secretary-General's draft Ocean Compact, currently being finalized and expected to be announced in Rio.

2.18 The IOC co-hosted two side events in New York in March and April during the inter-sessional meetings on Rio+20 – the first with the Global Ocean Forum on the Blueprint for Ocean and Coastal Sustainability and the second with Conservation International and the World Conservation Union (IUCN) on the topic of Blue Carbon. Only last week in Nairobi, the IOC held the first meeting of its newly established IOC subcommission.

2.19 I am pleased to inform you that the tsunami alert system worked well on 11 April after the magnitude 8.6 earthquake struck Sumatra. This was the first test of the system in the Indian Ocean since the Indian Ocean countries (India, Indonesia and Australia) assumed responsibility for issuing alerts from the Pacific Tsunami Warning system.

2.20 From a different angle, I am pleased to announce that UNESCO helped to secure commitment in March by four members of the International Centre for Synchrotron Light for Experimental Science and Applications in the Middle East (SESAME) – Iran, Israel, Jordan and Turkey – each to contribute US \$5 million towards the capital investment of SESAME. I note that Pakistan and Palestine have already offered to provide up to \$5 million and \$2 million respectively in kind. This is a milestone in the development of a new project that attests to the power of science in building a culture of peace.

2.21 Ladies and gentlemen, sustainable development and lasting peace need respect for freedom of expression. The 28th session of the Intergovernmental Council of UNESCO's International Programme for the Development of Communication (IPDC), at which I submitted my report on *The Safety of Journalists and the Danger of Impunity*, was held on 22 and 23 March. Under the leadership and with the support of the Secretary-General, Mr Ban Ki-moon, on 13 April, the United Nations Chief Executives Board endorsed the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity, submitted by UNESCO.

2.22 I am also pleased to inform you that we will be moving strongly with the Swedish International Development Cooperation Agency, with which, on 17 April, we signed an agreement

to strengthen UNESCO's work to support freedom of expression, with emphasis on the Arab region and South Sudan.

2.23 Having just returned from Tunisia, I can say that World Press Freedom Day raised the flag high for media freedom in the region and across the world, and I am very grateful for the leadership of the Government of Tunisia.

2.24 We have seen the importance of International Days in raising awareness, mobilizing for action and bringing States and partners together. International Jazz Day raised UNESCO's public profile through events spanning all continents and featuring the greatest names in jazz today. The first World Radio Day, launched by UNESCO on 13 February and initially sponsored by Spain, was a resounding success – it may soon become a United Nations Day. World Poetry Day attracted much attention on 21 March – especially, I am pleased to say, in the Spanish-language social media.

2.25 I take this opportunity to thank those delegations that supported events commemorating International Women's Day, which we marked during the last Executive Board, namely the delegations of Germany, Switzerland, Hungary, Thailand, Algeria, Chad, Dominican Republic, Malaysia and Uruguay.

2.26 Since we last met, UNESCO has been finalizing preparations for the Third International Congress on Technical and Vocational Education and Training (TVET), which will be held on the theme of "*Building Skills for Work and Life*" and will be hosted in Shanghai by the Government of the People's Republic of China from 13 to 16 May 2012. This will provide directions for UNESCO's work, including the next C/4 document, and to States and the international community in the years ahead. I will report fully to the Executive Board at its 190th session.

2.27 I am grateful for the question posed by the representative of Nigeria regarding our work on a new teacher strategy for UNESCO. My recent visits to Kenya, Chad and Angola have underlined the importance of teacher training. Three priorities have been identified: first, to tackle teacher shortages in priority countries by developing the capacities of national teacher training institutions; second, to improve teaching quality and support teacher professional development; and third, to inform the global debate on teaching, by supporting the development of policy and normative frameworks and by strengthening opportunities for dialogue. The strategy will have a global perspective but will focus specifically on sub-Saharan Africa. The sector is seeking to complement the regular programme with a range of extrabudgetary resources. The new initiative is being developed in close consultation with the UNESCO International Institute for Capacity-Building in Africa (IICBA) and the International Teacher Task Force.

2.28 In reply to the representative of Nigeria, I wish to say that IICBA has been instrumental in supporting this initiative and will play a major role in its implementation once it is finalized, as discussions, including with our main donors, are still under way. We aim to strengthen IICBA's human resources in this biennium. In that connection, I appeal to all Member States to explore possibilities to support IICBA, including by seconding experts.

2.29 I am also pleased to inform you about the funds-in-trust agreement signed on 2 March with the People's Republic of China to support educational development in Africa over the next four years (US \$8 million). I am deeply grateful for this, especially because these funds-in-trust are instrumental in implementing our Global Priority Africa.

2.30 In this respect, I wish to inform you that the first meeting of the Intersectoral Committee for the Participation Programme, held on 4 May, began with requests from African Member States. This means that more than 30 projects managed by African National Commissions can begin as soon as possible, much sooner than in previous biennia. Other regions will now be considered immediately.

2.31 Since we last met, UNESCO has sustained the pace of its work to support cultural heritage and cultural diversity. I am pleased to say that UNESCO's global initiative "Culture: a Bridge to Development" was launched on 17 March in Sofia, Bulgaria. The initiative builds on culture as a source of creativity, innovation and cooperation to create opportunities and mechanisms for economic development and social cohesion.

2.32 A similar spirit guided the agreement that I signed on 16 April with the President of the Hariri Foundation for Sustainable Human Development of Lebanon to join forces to promote human rights, democracy and innovation through the arts and creativity in the Arab world. UNESCO has remained vigilant in its work to protect cultural heritage in the context of conflicts and civil unrest. UNESCO alerted the United Nations Secretary-General and the Security Council, acting on information alleging damage to cultural heritage sites in Syria and requested that United Nations observers be sensitized to the need for protection. In Mali, we have taken similar steps, including towards neighbouring countries, to offset risks to the protection and conservation of manuscripts around the World Heritage site of Timbuktu and in regard to the situation in Gao. I made a strong appeal on 4 May, as the situation had deteriorated. In both cases, UNESCO called on regional organizations and institutional partners, such as INTERPOL, ICOM, the World Customs Organization and police forces, recalling the principles and obligations enshrined in the 1954 and 1970 Conventions.

2.33 From another angle, UNESCO sent an intersectoral assessment mission to Libya in March. This has resulted in agreements on projects for the protection of cultural heritage, both tangible and intangible, including a €1 million project funded by Italy. We continue to work with the Government of Libya to meet its needs in education and science, innovation and technology.

2.34 All of this, ladies and gentlemen, has occurred in the last two months. All of this is a reminder of today's demands on UNESCO and our ability to respond quickly and well. It shows that the Organization is acting across its mandate, in tune with the needs of Member States. It shows also that UNESCO is leading where it should in the United Nations system.

2.35 In this regard, the United Nations Secretary-General has requested me to lead, together with the Executive Director of the United Nations Population Fund, a review of the functioning of the United Nations Chief Executives Board (CEB). This will be the second phase of a review – the first phase, concluded in 2008, was chaired by the heads of the World Trade Organization (WTO) and the International Labour Organization (ILO) and saw the integration of the United Nations Development Group (UNDG) as one of the three pillars of the CEB. The Chief Executives Board works to ensure that the United Nations system works coherently, efficiently and in a well-coordinated manner, delivering as one at the global, regional and country levels. I look forward to making it stronger along these lines.

2.36 Ladies and gentlemen, all of this comes at a time of financial difficulty for Member States. My first response to the anticipated cash shortfall of \$188 million has been to ensure a healthy cash flow. To this end, the cash flow of the Organization is monitored on a weekly basis, with any risks identified and acted upon. I am pleased to say that the cash position of the regular budget is stronger today than originally anticipated. This is due to measures that we have taken and to the higher than usual level of payments by Member States in 2012. We are acting to ensure timely payments of assessed contributions by Member States, to raise the level of the Working Capital Fund and to seek support for the Special Emergency Multi Donor Fund for UNESCO Priority Programmes and Reform Initiatives under documents 35 C/5 and 36 C/5. I will speak in more detail about the Emergency Fund later.

2.37 I thank Member States in particular for their early payment of assessed contributions. As at 31 March, \$147 million or 45 per cent of regular programme contributions due had been received. This compares to 31 per cent at the same time in the previous biennium. As at 3 May, this has increased to just under \$206 million. At that date, 74 Member States and Associate Members had



paid this year's contributions in full – compared to 43 at the same moment in 2010. I thank the representative of Nigeria for her question in this regard.

2.38 As you know, 189 EX/Decision 15 recognized that the Working Capital Fund was not meant to be used as a cushion against budget shortfalls or chronic arrears. The decision called for further review to determine whether the current level was appropriate for operational needs. On this basis, the External Auditor has been requested to carry out a review of the Working Capital Fund and report to the Executive Board at its 191st session. Following the call of the General Conference for voluntary additional contributions to help to raise the level of the Working Capital Fund, we have only received \$117,000. While modest in overall terms, I recognize that this represents a special effort by Member States and I thank them sincerely for their support.

2.39 As I said when we last met, close cash-flow monitoring must be combined with a rolling review of programme implementation. This is why I reviewed the work plans of all sectors, bureaux and offices in late January and again in late March. The March review of work plans was conducted with attention to the 18 targets set forth in the road map document (189 EX/15 Part I Add.) and to capture the allotment requirements for the coming second quarter. Initial analysis of the revised work plans shows that all sectors, bureaux and offices are making sustained efforts to maximize resources and reduce costs. Following my instructions, the total number of work plans under the regular programme has already been reduced by 13%.

2.40 I can therefore confirm that the reduction of regular programme work plan activities has begun – with some Sectors already reaching the targets that we have set (Natural Sciences and Social and Human Sciences). We will deepen efforts to reach the target of 20% reduction by the end of the biennium, as set in the road map. This is not a purely technical issue – it shows that greater programme concentration is being achieved. I thank the representative of Italy for this question and wish to assure him that I am personally following efforts to achieve a sharper focus of our programmes, including through a reduction in our work plans.

2.41 At the same time, the number of work plans for extrabudgetary projects has increased. The January work plan exercise resulted in a slight increase in the decentralization rate from 56.3% (36 C/5 Approved) to 57.9% in the work plan submission. Overall, therefore, there have been positive developments in the number of work plans and decentralization rates in the observance of the threshold of \$25,000 per work plan and in the reduction of activities without operational budget.

2.42 The focus on the global priorities of gender equality and Africa has been strengthened in the work plans – as have our activities in favour of youth, least developed countries, small island developing States and countries in post-conflict and post-disaster situations. More efforts are required.

2.43 The total budget requirements put forward in the March work plan exercise stood at \$491.8 million. This represents a potential deficit of \$26.8 million over the provisional ceiling of \$465 million that I have set, excluding funding from the Emergency Fund. All five major programmes have managed to respect the ceiling as instructed. All programmes have undertaken or continued restructuring initiatives that will translate into better programmatic focus. This is essential.

2.44 The majority of the potential deficit is accounted for by the Bureau for Field Coordination, External Relations and Public Information, the Sector for the Management of Support Services and the Secretariat of the Governing Bodies. I have instructed these services to seek further reductions in their projected expenditure and I shall not relent in seeking a further reduction in the work plan budget overrun during the next work plan review exercise at the end of June. We are committed to tackling the core institutional ratios in the Organization – between programme staff and programme activity, between programme and administration and between Headquarters and field.

2.45 With regard to the question raised by the representative of Venezuela on resource allocation for activities between Headquarters and field, I wish to restate that decentralization rates in the revised work plans are better than anticipated in document 36 C/5 overall and for Africa, but have deteriorated for all other regions. We must improve on this.

2.46 The Statement of Expenditure of 31 March 2012 provides the details on costs now available. I would highlight two points from the Statement. Expenditure stands at \$112.6 million – 54% (\$60.9 million) under the regular programme and 33% (\$37.3 million) from extrabudgetary resources. At the same time, staff costs amount to \$64.2 million, or 57% of expenditure.

2.47 Ladies and gentlemen, there are overall positive trends, but we must do more in regard to adjustments to core ratios. We have started a major effort that takes in all of our work, all of our approaches, all of our structures. This is a matter of necessity, not choice. We must be sharper and we must be more flexible.

2.48 There is a Japanese proverb that says that “the bamboo that bends is stronger than the oak that resists”. We cannot resist change – we must move through it, for a stronger Organization, for greater delivery, to meet the ambitions of our mandate.

2.49 Your Excellencies, ladies and gentlemen, UNESCO has embarked on intensive expenditure reduction in accordance with our road map targets. In the first quarter there has been a sharp decline in mission costs. I know that questions had been raised on the subject, those costs have now been minimized.

2.50 In the last biennium, we spent an average of \$400,000 per month on mission costs. We have spent less than that amount for the entire quarter. I have taken draconian steps to reduce the hiring of consultants. The effect has been immediate: 125 consultants worked at Headquarters in March, compared with twice that number in December. I thank the representatives of Nigeria and Italy for raising that point.

2.51 The number of temporary or supernumerary contracts at Headquarters has been halved from 482 contracts as at 1 December 2011 to 201 contracts as at 1 April. Furthermore, 86% of those contracts are financed from extrabudgetary funds. The utilization of telephones is now regulated by new rules. The contract with the operator has been renegotiated, and we expect a 20% cost reduction. The 25% reduction in the daily subsistence allowance has already yielded \$53,000 in savings for the first four months of the year. I had announced the freezing of 75% of vacant posts. That measure remains in force and will undoubtedly be extended to 100% in some sectors. Seven per cent of posts provided for under the C/5 programme – that is 134 posts – have been withdrawn from recruitment in order to comply with budget ceilings. Owing to the financial situation, we have been obliged to cancel the recruitment of the liaison officer in the Brussels Office, mentioned by the representative of the Russian Federation.

2.52 A question has been raised concerning press information to the effect that UNESCO was planning to open an office in Washington. That information is not correct, for we did not plan to open an office, but merely to strengthen the New York Office by appointing a communication officer.

2.53 The financial situation has direct effects on the work of the various teams. I agree with the distinguished representative of the Russian Federation, who has referred to the situation of the Russian Translation Unit, in which three out of a total of four posts were vacant and, as you have rightly stated, two posts open to recruitment have been frozen. Other posts have been frozen in other teams in the Spanish, French, Arabic, English and Chinese Units. This situation is temporary – the outcome of the immediate steps that we have been obliged to take. The entire language service is now under review. We should be able to find a more economical solution, providing the same level of service, to ensure strict equality among all languages.

2.54 I take advantage of this question concerning languages to mention the difficulties that we face in finding, in Paris, English/Spanish interpreters, and the cessation of Spanish funds that provided for translation into Spanish. This is a very difficult situation for those countries that customarily rely on language services. We are seeking solutions to remedy this situation. I recall that only two working languages, English and French, are statutorily required in the Organization, and I appeal to countries which can contribute to a solution.

2.55 I note the concerns expressed by the representative of Serbia regarding the difficulties that experts and delegations face in participating in statutory meetings. This is a matter that must be discussed by Member States since they take decisions on the cost, duration and frequency of statutory meetings.

2.56 Moreover, I should like to express heartfelt thanks to countries that are bearing the cost of holding conferences, statutory meetings and regional consultations, thus contributing to and supporting UNESCO. I have in mind the Russian Federation – which is standing the cost of the forthcoming meeting of the World Heritage Committee thus providing invaluable support, Kenya – which has financed the first African Forum on Science, Technology and Innovation for Youth Employment, Human Capital Development and Inclusive Growth, held in Nairobi, China – which will defray the costs of the third international congress on Technical and Vocational Education and Training, Nigeria for the meeting on the General History of Africa, Denmark for our preparation for Rio, and many others. In the light of their commitment, we must increase our reform effort.

2.57 As noted earlier, reform is our first line of response to the financial situation. We have set ourselves the goal of finalizing the reform of the field network in Africa by the end of 2013. The Dakar and Nairobi Offices are being transformed, others will follow as from the autumn and we shall commence consultations very shortly on the redeployment of field staff.

2.58 Work has been done and will be continued constantly in concert with the Africa Group and regional groups. Moreover, we shall be pleased to provide written information, in particular to delegations that do not have a permanent delegate, as rightly stressed by the distinguished representative of Namibia, whose proposal I have duly noted.

2.59 Reform entails redirecting administrative expenses towards programme execution. The goal of a 15% reduction in administrative costs has been set clearly in the road map. We are moving ahead quickly. We have suspended all ongoing administrative recruitment. We have begun to group all administrative offices together in order to streamline units and reduce posts by 10%. This task entails a review of each unit's duties and requirements in concert with the staff and their representative associations. The savings made will be allocated to the programme, and the professionals concerned will be redeployed to the field. The redeployment exercise will begin in the summer, and I shall ensure that it is wholly transparent.

2.60 This reform effort rests on converging lessons learnt from the independent external evaluation, staff reviews, task-force contributions, staff associations and audit reports. Our efforts have been commended in the recent report of the United Nations Joint Inspection Unit. It contains eight recommendations, some directed to the Secretariat and others to the governing bodies. This report will be considered under an agenda item at the next session of the Executive Board and will be covered at an information meeting on the various completed or ongoing evaluations.

2.61 Throughout this process, trust and efficiency are conditional on compliance with staff rules, as recalled by the distinguished representative of Norway. I have requested the Bureau of Human Resources Management to provide more training for managers to ensure compliance with procedures, and we shall establish a committee to oversee staff mobility.

2.62 I agree with the distinguished representative of Denmark in stressing that today's reform must pave the way for the next medium-term strategy and the resultant structural changes. We must take an accurate inventory of staff members' skills in order to deploy staff fairly and efficiently

afterwards, on the basis of the tools outlined in the 2011-2016 strategy formulated by the Bureau of Human Resources Management. In addition to compliance with rules and procedures, I realize at each of my regular meetings with the staff that we must increase ways and means of sharing ideas with colleagues across the board and at all levels.

2.63 UNESCO and its teams accomplish great things daily in the field, and UNESCO is not always, or not sufficiently, aware of them. We shall first establish a virtual staff interaction forum that will be known as “unescommunity”, thus increasing opportunities for staff members individually to showcase the results of their work and secure assistance from others in other sectors. This climate of trust and compliance is contingent on the mobilization of the staff, and I shall launch the new internal communication initiative within the next two weeks.

2.64 Trust and compliance are also contingent on objective and transparent performance assessment, including assessment of senior officials. In reply to the question raised by the representative of Norway, may I remind you that a tool for assessing the performance of all members of the senior management team and bureau directors has been operational since May 2011. The Bureau of Human Resources Management is developing a 180° (or 360°) assessment tool that will be deployed in 2014.

2.65 Concomitantly with all of these efforts to reduce expenses and improve efficiency, we must seek new funding for programme implementation. I have established the Emergency Fund for that purpose and devote a substantial portion of my efforts to that end. The Fund has been credited with \$38 million, and \$8 million more have been pledged. I should like to thank wholeheartedly all countries that have contributed since the last session of the Executive Board: Algeria, \$6.5 million; Chad, more than \$1 million; Kazakhstan, nearly \$250,000; Namibia, \$50,000 dollars; Belize and its Ambassador, \$25,000. In the last few weeks, I allocated \$8 million for the funding of 93 projects.

2.66 In reply to questions raised by the distinguished representatives of Cuba and of the United States of America on the criteria used to allocate funds, the primary and ultimate fund-allocation criterion is a sector's programme execution requirement under document 36 C/5 approved by the General Conference. The Emergency Fund has been established to support programme execution.

2.67 I have allocated \$210,000 to the Education Sector; \$1,300,000 to the Natural Sciences Sector to cover, for example, the organization of the first African Forum on Science, Technology and Innovation for Youth Employment, Human Capital Development and Inclusive Growth, the tsunami warning system in the Caribbean and the holding of the third science and technology forum in Latin America; \$70,000 to the Social and Human Sciences Sector; \$1,200,000 for culture, including \$300,000 to build capacities to monitor the state of conservation of world heritage sites in Africa, and \$200,000 for awareness-raising, training and prevention of trafficking in cultural property in Latin America, Africa and South-East Europe; \$271,000 for communication, and \$800,000 for the reform of the field network in Africa.

2.68 I have also allocated \$2 million for information technology development and staff training in order to streamline management tools, improve working conditions and support 180°/360° performance assessment and innovative mechanisms provided for under the new human resources strategy.

2.69 Funds are allocated in order to meet our statutory obligations and strengthen the conventions, for example, in the field of culture. I should stress that, in providing such support, an effort is made to review statutory processes in order to strengthen synergy and cut costs. All fund-allocation and programme-execution details will be at your disposal on SISTER as from Wednesday. You will also note the extent to which the situation has led to creative projects, combining several objectives and pooling efforts.

2.70 In addition to the Emergency Fund, we must rely on resource-generating partnerships. Our goal is to raise the number of such partnerships by 10%. There has been a strong rise in total official development assistance this year, and it is a source that UNESCO must mobilize. As most of these funds are not, unfortunately, channelled through the United Nations agencies because States prefer to operate bilaterally, our strategy consists in working as the implementing partner of national development agencies. In March 2012, UNESCO and Japan concluded a \$4.8 million agreement to support post-conflict and post-disaster action in South Sudan, Liberia, Egypt, Libya and the Horn of Africa.

2.71 UNESCO is turning, moreover, towards multilateral organizations, such as the Global Partnership for Education, with which it hopes to raise funds for Chad, and towards the West African Economic and Monetary Union. We shall continue our efforts and I should like to confirm to the delegation of Pakistan that a special information meeting on the subject will be held in July or September, depending on the delegations' availability, to examine this strategy.

2.72 Public-private partnerships thus boost visibility and bring new ideas and technologies and, on this point, I agree with the distinguished representative of the United States of America. That was precisely the approach taken in the framework project submitted in 2011. An updated version will be submitted at the next information meeting so that your views can be garnered before the next session of the Executive Board. UNESCO is increasingly reliant on new partners. We have just signed a \$2 million biodiversity-protection partnership agreement with CHIC, a Chinese group. The trend is therefore positive.

2.73 In reply to the delegation of Burkina Faso, may I recall that UNESCO cooperates with UNICEF and the World Health Organization to promote early childhood care and education. Such cooperation was strengthened during the World Conference on Early Childhood Care and Education held in Moscow in September 2010. It was an opportunity for us to pool efforts internationally – for we are jointly developing an early childhood development index – and nationally – and I shall confine myself to citing as an example Lesotho, where UNESCO and UNICEF have worked together to formulate the national early childhood policy.

2.74 The partnerships strategy paper that will be submitted to you in October will cover our relations not only with the private sector but also with the media and the National Commissions, all of which must be included in a partnership culture. To that end, several tools have been introduced to facilitate dialogue with all members of the UNESCO community, namely new directives on relations with NGOs, an evaluation report on our cooperation with the National Commissions, a monthly newsletter for each of these networks and, as ever, the unesco.int site. They complement all of the new meeting formats and the thematic debates that I have introduced – of which there have already been five – on Africa, gender equality, small island developing States and, quite recently, the culture of peace and sustainable development. Since the last session of the Executive Board, we have already held two thematic debates and three meetings with the sectors.

2.75 All of these resources ensure ongoing dialogue, greater transparency and stronger mobilization on the part of everyone, as stressed by the representatives of the United States of America and Austria.

2.76 UNESCO will now draw up its strategy for the next eight years and must link it in the best manner possible to discussions on the post-2015 agenda. This task must enable us to improve UNESCO's position, conduct a structural review and reallocate our resources and our skills.

2.77 The time has come for us to identify together those programmes that are priorities and those that are less so, to quote the delegations of Canada and Monaco. I have already stressed that I intend to make major changes in the next C/4 document, for it is in that document that the interpretability and sustainability of UNESCO's long-term action can be best assured. My preliminary proposals will take the findings of evaluations conducted in the last six years into account. A sufficient number of studies have been conducted, choices must now be made.

2.78 For the first time ever, points-based evaluation has been built into the questionnaire that you have perused to permit clear and precise identification of priorities and the necessary resource allocation thereto. The delegation of Mexico has raised the issue of disparities in resource allocation by region. Those allocations have been decided by the governing bodies and if Member States wish to reconsider them, they may do so.

2.79 The General Conference decided that these consultations would be inclusive, and the new format implies that some adjustments must be made. It is too early to assess the impact of the new formula but, ideally, joint representation of Member States and National Commissions should permit greater consistency of views.

2.80 In reply to the distinguished representative of Slovakia, the results of the regional consultations will indeed be brought to the notice of the Executive Board in the autumn.

2.81 It is indeed propitious that UNESCO is engaged in this task now that the international community is taking up new positions for post-2015 action. We must strive to ensure that UNESCO issues, namely education, culture and communication, will be included, safe in the knowledge that debates will focus on the sciences, in which UNESCO must assert its leadership. Education must be included among the new development goals, with greater emphasis on fairness and quality, and without confining achievements to primary education.

2.82 We absolutely must include culture in the post-2015 agenda. This field was excluded from the Millennium Development Goals – and we cannot accept such a situation occurring again. During the last decade, UNESCO has ably highlighted the potential of cultural diversity for development, including at the United Nations General Assembly. We have developed the suite of statistical indicators and can turn the spotlight on the results achieved with funds provided by Spain under the culture and development thematic window, the cultural development indicators expected by more and more of our partners such as the World Bank and the United Nations Development Programme. “Culture” has been retained by the United Nations team as a pillar of the strategy for the development of Libya. A “culture and development” inter-agency thematic group has just been established within the country team in Morocco. It is vital for the momentum to be taken up worldwide.

2.83 The new post-2015 development goals will be defined at the end of a complex process, with several consultations taking place in parallel until next year’s session of the United Nations General Assembly. UNESCO is fully involved, and there will be many opportunities to make a contribution.

2.84 Mr Ban Ki-moon will appoint a high-level panel to advise him on the post-2015 agenda and he has already requested a task team to make initial recommendations to him. The Rio+20 conference is the first major stage and it is the commitment of all Member States that will make a difference, because it is an intergovernmental exercise. I again appeal to all delegates to go to Rio as members of your national delegations because that is where you can best make UNESCO’s voice heard, and competition will be fierce.

2.85 The United Nations Secretary-General’s five-year action agenda is another key element. Mr Ban Ki-moon has said that he will make education one of the priorities. In reply to the distinguished representative of Venezuela, UNESCO has indeed rallied strongly for the development a new initiative that Mr Ban Ki-moon plans to launch in September in order to (i) ensure universal school enrolment, (ii) improve the quality of education and (iii) develop global citizenship. We must use this initiative as a springboard so that we shall be in a better position in the post-2015 agenda.

2.86 The more we keep in mind the holistic vision proposed by the Secretary-General, the easier it will be to pass on our ideas. The task team preparing the post-2015 agenda has stressed, for instance, the need for inclusive development, with the full participation of communities, and “tailor-

made” approaches adapted to each local situation. This vision is consistent with UNESCO’s advocacy of development strategies that include the cultural factor and facilitate the involvement of communities; we must take advantage of this convergence!

2.87 The role of science and technology, hitherto overlooked, is fully integrated as a major source of innovation for development. UNESCO can capitalize on the global science initiative that will be proposed by the Secretary-General. Our influence will depend on our involvement in the new global ocean compact to be launched at the Rio+20 conference.

2.88 In the field of communication and information, our priority must be the implementation of the outcomes of the World Summit on the Information Society. The work of the Broadband Commission for Digital Development that we set up two years ago with the International Telecommunication Union is also strategic in ensuring improved inclusion of technology in all of our sectors of activity. We shall also seek to intensify our efforts to protect freedom of expression, media independence and pluralism.

2.89 In response to the concerns expressed by the representative of Pakistan about UNESCO’s youth strategy, it is clear that the post-2015 agenda must mobilize young people as development partners. UNESCO has moreover proposed the inclusion of this theme. We are concomitantly making progress on the feasibility study on the inclusion of youth as a global priority of the Organization; a document will be submitted to the Member States in the coming months.

2.90 This work to reflect on UNESCO’s positioning in the global post-2015 agenda is being done at the same time as reflection on the post-2015 education for all (EFA) goals. We have started to mobilize our partners. The new EFA steering committee will meet on 4 and 5 June 2012, and I can confirm to the distinguished representative of Canada that the post-2015 agenda is indeed on the agenda. This consultation should enable all to make themselves heard and it is for the six representatives of Member States to consult the members of their regional group beforehand.

2.91 The Education Sector, too, is preparing for the meeting on the post-2015 agenda, scheduled for 9 to 11 May 2012 in Bangkok, and for the meeting to be held in Doha during the World Innovation Summit for Education in November 2012. This work forms part of a broader discussion on the major trends in tomorrow’s education, on the basis of the 1996 Delors report. National reports, to be launched on UNESCO’s initiative in 2013, on the achievement of education for all will be a key stage in the formulation of our post-2015 strategy in conjunction with all agencies that have been mobilized.

2.92 It is this long-term vision that must guide us in all circumstances, and I agree here with the distinguished representative of the United Arab Emirates. The search for lasting peace and sustainable development is in UNESCO’s DNA. Our Constitution has identified the key to the sustainability of peace and development efforts: they must be deeply rooted in the minds of men and women. This message is UNESCO’s best asset, it is worth more than all financial difficulties. We must continue to disseminate it and to redouble our efforts to implement it.

2.93 Thank you for your attention.

3. **The Chairperson** thanked the Director-General for her statement and suggested that the question-and-answer session be divided into three parts. Proposing to begin with questions relating to “Topic I – Update on the financial situation of the Organization and implementation of the Road Map”, she said that Members who considered that their written questions had not been fully addressed in the Director-General’s statement might raise those issues, too. She requested Members to make pertinent remarks and raise a reasonable amount of questions within the allotted speaking time of three minutes. The Director-General would answer a cluster of questions at a time or provide supplementary information either directly or through a member of the senior management staff. When the list of speakers had been exhausted, non-Board Members might ask questions and would be allotted two minutes each.

## **Q&A – Topic I – Update on the financial situation of the Organization and implementation of the Road Map**

4.1 **Mr Escanero Figueroa** (Mexico) thanked the Director-General for her rich and informative statement and her careful replies to the written questions. He said that Mexico appreciated and fully supported the Director-General's remark on the importance of complying with the rules on the use of UNESCO's official languages, in particular Spanish. Members could use English and French whenever the Rules of Procedure so required, as in the informal information meeting, as noted by the Director-General. However, speaking on behalf of GRULAC, he stressed the need to comply with the Rules of Procedure whenever all of the official languages, and Spanish in particular, were required for statutory meetings.

4.2 He welcomed the information on preparations for Rio+20 and beyond, and for the post-2015 scenario. Mexico commended cooperation among United Nations agencies and UNESCO's leadership in the fields of science, education, culture and sustainable development. He requested more information on ways and means in which Members could assist in efforts to promote the inclusion of science, education and culture in the governance of sustainable development and contribute on UNESCO's behalf to debates under way in the United Nations.

5.1 **Mr Killion** (United States of America) expressed his country's deep appreciation for the Director-General's leadership, welcoming her statement that UNESCO had taken the lead in the United Nations system, where it should, in matters such as preparations for Rio+20, which facilitated work on rectifying the situation of the payment of the contributions of the United States of America to UNESCO.

5.2 He thanked the Director-General and all of the delegations for making International Jazz Day such a resounding success, saying that it was a prime example of how UNESCO could break down political barriers as no other organization could. He commended the SESAME project, the donations from an extremely diverse selection of countries and the "unescommunity" initiative. In the last two years his country had been profiling Americans working for UNESCO all over the world, namely Karalyn Monteil helping Africans to set up museums, Casey Walther assisting in the construction of a groundwater system in Iraq, Ramya Vivekanandan working on AIDS education and George Papagiannis managing UNESCO projects both in Iraq and in Afghanistan – stories that should be told so that the world could know about the amazing things that UNESCO did, thus enhancing UNESCO's visibility.

5.3 Turning to his written question on partnerships, he said that many delegations agreed that public-private partnerships were important to UNESCO's future, from the standpoint not only of funding but also of providing new ideas and technologies and promoting UNESCO's visibility. Many had called for a new approach to the handling of such partnerships, yet no significant reforms had to date been undertaken in that regard. A more dynamic and innovative approach, with the requisite supporting structure, was necessary. The question was one of making UNESCO's role in building those essential relationships more focused and better coordinated.

6. **Mr Jang** (Republic of Korea) thanked the Director-General for her statement. In his view, important United Nations documents, such as the report on UNESCO by the Joint Inspection Unit (JIU) and the Change Plan by the United Nations Change Management Team, could provide meaningful guidelines for UNESCO in formulating and implementing its reform initiative. He strongly agreed with the JIU's first recommendation that UNESCO improve its change management process. The senior management team held primary responsibility for Organization-wide reform, but the Secretariat could gain from appointing a dedicated taskforce to manage reform processes. Mindful of the current financial difficulties, the Director-General could follow the example of the Change Management Team at the United Nations and consider appointing a senior focal point full-time, and directly answerable to her, to oversee the reform process.



7. **Ms Lacœuilhe** (Saint Lucia) thanked the Director-General for the information and her efforts. Her first question concerned the way in which decisions were taken on the decentralization of funds, noting that the rate had risen from 56.3% to 57.9%. She wished to know whether the same rate was applied systematically to all sectors or on a case-by-case basis. A significant amount of funds had already been decentralized to field offices that had the capacity to implement projects with cultural specialists, while others were experiencing serious difficulties in applying the conventions. In her view, the decentralization of funds on a case-by-case basis would make more sense. Raising her second question, concerning the programme to staff cost ratio, which had been stated as a percentage of regular budget and voluntary funds combined, she wished to be given the ratio in respect of the regular budget only.

8. **Mr Zhou** (China) said that his country greatly appreciated the efforts made by the Director-General and the Secretariat to remedy the current financial difficulties, the measures taken having produced positive results in terms of cost control and efficiency gains. China also considered that the Organization's most important task was to continue implementing the road map by focusing action on the priority areas of the programme and on the key functions in order to ensure its role as a global leader in the future.

9.1 **Mr Amr** (Egypt) commended the Director-General's comprehensive report on UNESCO's activities in the last few months and, referring to the planned 20% reduction in the projects approved by the Member States for the coming years, owing to the financial constraints and difficulties, wished to know on which basis the selection was being made.

9.2 He then said that the 50% decline in the number of experts and consultants appointed by UNESCO from December 2011 to the end of the first quarter of 2012 merited some thought, for UNESCO had always attracted experts from various fields and it was important to maintain that momentum. Notwithstanding the financial constraints, UNESCO should still attract experts so that the Organization could gain from their experience.

9.3 Lastly, he voiced concern over the post of regional hydrologist for the Arab States region at the UNESCO Office in Cairo, which had been vacant for nearly one year. It was needless to remind anyone of the crucial importance of water to the Arab States region. He hoped that the post would not be frozen owing to financial constraints and urged the Secretariat to consider the matter and fill the post as soon as possible.

10.1 **Mr Dalsgaard** (Denmark) thanked the Director-General for her comprehensive and very impressive statement. In regard to the criteria used to implement the road map, he, too, had understood that there had been a 20% reduction in the Science Sector's work plans. Recalling that the question of whether the cuts contributed to focusing or merely to reducing the level of ambition in some areas had been raised during the Executive Board's discussion of the road map, he wished to know whether further information could be provided on activities had been cut and on which bases they had been selected. He also wished to know what progress had been achieved in identifying clear core resource-allocation and programme-implementation criteria mentioned in the road map, what allocations had been made from the Emergency Fund and the bases on which such decisions rested.

10.2 Lastly, he complemented the Bureau of Strategic Planning (BSP) and the Director-General for taking steps in the right direction in the preparations for the next C/4 Medium-Term Strategy and acknowledged receipt of the related questionnaire. He stressed, however, that as no limit had been placed on the priority to be given to some key priority activities, there was a risk that everything could be considered to be a top priority – which had been the Organization's *modus operandi* in the past, but was not the way forward. He considered that Members should demand that priorities be more specific.

11. **Mr Stranzl** (Austria), after thanking the Director-General for the useful information provided and commending the intensive work accomplished by the Secretariat in preparing for the

information meeting, said that the Organization's success in mobilizing financial resources depended primarily on its outreach, effective communication and visibility, in particular when engaging the private sector. As the Director-General had announced determined moves in the road map to strengthen the branding of the Organization, increase cooperation with the media and improve UNESCO's communication, he wondered whether she could state specifically what measures and steps had been planned or were being undertaken in that connection.

12.1 **Mr Hamadziripi** (Zimbabwe) commended the Director-General for her comprehensive reply to the written questions. Although the rationale behind reducing staff costs was understandable, he wished to know whether any specific criteria being used to decide which posts were to be frozen or filled. He had, in particular, found the situation at the World Heritage Centre quite disturbing, for the Director did not have a strong supporting staff complement, the post of Deputy Director had not been filled and some critical posts had been frozen. Against the backdrop of the report by the External Auditor, who had called for more staff, in particular natural-heritage experts, he concluded that the staff cuts would have very serious long-term effects.

12.2 He appreciated that the Director-General was doing her utmost to mobilize staff and create a climate of trust through the "unescommunity" strategy, among other things, but he had found some of the messages from the staff unions, for example the letter of 4 May, quite discomfiting in that it appeared that there was no unity of perspective and purpose. He therefore wished to know the extent to which the Director-General had personally tried to follow up that communication.

13. **Ms Dubois** (Belgium) thanked the Director-General for her very extensive and comprehensive explanations and report. The suspension of the training policy had been mooted in the road map, and UNESCO's training policy had recently been evaluated by the JIU. She therefore wished to ascertain UNESCO's position on the implementation of the training policy and whether JIU's recommendations would be taken into account in the implementation of the human resources strategy that had been adopted by the Executive Board.

14.1 **The Director-General**, after thanking all of the distinguished representatives who had spoken, said that the current situation was indeed complicated and difficult, but that she did not wish to create panic in the Organization. Emergency funds and extrabudgetary resources had been mobilized, Member States were supporting various activities and the situation was very challenging. Careful choices had to be made. In reply to the question on why the Organization was not spending more in some areas or appointing more specialists, she said that it was simply not possible to do so. In making decisions on the allocation of extrabudgetary and emergency funds, she abided by document 36 C/5. She did wish to hire more consultants, especially in the field where they were most needed, but the draconian measures were necessary because of the lack of financial resources.

14.2 She would draw up a document for the forthcoming session of the Executive Board, with emphasis on areas in which Member States might wish to reform some practices. The various governing bodies of the intergovernmental programmes, including the statutory bodies, tended to adopt staff-appointment and fund-allocation decisions without considering whether the costs could be met from the regular budget. Even in normal financial circumstances, those bodies did not take a coordinated operational approach. A more coherent and less chaotic approach to the financing of the various programmes was required.

14.3 Although she hoped that the financial crisis would be temporary, she wished to remain cautious for the future, as there could be problems for the next General Conference.

14.4 Without the emergency fund, it would not have been possible to implement field-network reform or some important statutory provisions.

14.5 In reply to the representative of Mexico, she said that she understood his concerns, also felt by many Spanish-speaking representatives, regarding the use of the official languages, but as no

regular budget funds were available for translation and interpretation for all meetings, extrabudgetary funds were being used. The rules would indeed be enforced for statutory meetings. The Translation Section was currently under review.

14.6 She agreed with the representatives of the United States of America and Austria on the importance of UNESCO's outreach, communication and visibility. On the one hand, all of the great stories about UNESCO's action throughout the world should indeed be told and, on the other, UNESCO teams must be involved in building the UNESCO community.

14.7 Turning to the question raised by the representative of Zimbabwe's concerning disquiet among staff, which was understandable in view of the austerity measures and reduction in the recruitment of temporary staff with whom the staff had been working, she said that the new communication strategy under development would open up opportunities for them to suggest ideas and listen to the views of others.

14.8 The Director-General hoped that Board Members recognized the great emphasis that she laid on visibility and working with the media, for example DPI-fostered relations with the world press, the agreements signed to enhance visibility in Korea, Japan, China and many other parts of the world and work with goodwill ambassadors, such as the Algerian football player Rabah Madjer, to raise UNESCO's profile.

14.9 The next step was to train people in the field offices, where knowledge and know-how fall short of needs, to make UNESCO's action more visible in the field, where many decisions were taken.

14.10 In reply to the points made by the representative of Korea, she said that his suggestion that UNESCO form a change management team would be discussed at a forthcoming meeting. A special taskforce had already been established under the chairmanship of the Deputy Director-General to consider precisely those issues raised in the JIU recommendations.

14.11 Turning to the points raised by the representative of Saint Lucia, she said that decisions on the decentralization of funds had indeed been made on a case by case basis. She hoped that issue of programme staff and administrative staff would be resolved at the forthcoming session of the Executive Board. It was important to maintain the intellectual capacity of the Organization's regular staff, as stressed by the representative of Egypt, but it was also necessary to improve the Headquarters to field ratio.

14.12 In reply to the representative of China, she said that the priority was to identify areas led by UNESCO. Resources and intellectual input must be concentrated in those areas in which the Organization had been acknowledged by the United Nations system as the leader. It was not by chance that UNESCO had been designated lead agency for the 2013 International Year of Water Cooperation in a special resolution of the General Assembly of the United Nations. UNESCO must draw up an action plan in order to deliver on that. Moreover, the UNDP had requested UNESCO to draw up the next report on cultural industries, in recognition of all of the efforts made by UNESCO to link culture and development. When UNESCO led, it built the Member States' and international organizations' trust and confidence and, as a result, attracted funds.

14.13 Replying to the question posed by the representative of Egypt, the Director-General reassured Members that the 20% reduction in the work plans had been achieved by merging them and sharpening their focus. The goal was not to eliminate the work plans but to sharpen their focus, making better use funds and concentrate on broader projects rather than disperse funds among many small plans. She would consider the specific question of the post in Cairo, as the plan was to redeploy staff to fill specific posts.

14.14 In reply to the representative of Denmark, she said that the fund-allocation and programme-implementation criteria used were simply those enshrined in document 36 C/5. As to the

questionnaire on the key prioritizing actions, she could not dictate which projects were to be considered more or less important. Her views had been expressed in the road map and in many other documents. She considered the process to be an intergovernmental one and accordingly encouraged National Commissions, governments and civil society partners participating in the process to be frank, open and forward-looking in their strategic vision for the Organization.

14.15 Replying to the question posed by the representative of Zimbabwe on the World Heritage Centre, she pointed out that recruitment for the post of Deputy-Director had indeed been frozen, but the staff had not been depleted and the Centre had a complement of excellent specialists. Moreover, emergency funds had been allocated to the Centre, in addition to extrabudgetary resources, and she foresaw no imminent danger to the World Heritage Centre. She reassured Board Members that she was monitoring developments under that flagship and priority programme, particularly with the forthcoming meeting in Saint Petersburg in view. She thanked the Russian Federation for its efforts to host the meeting and bear most of the expenses there, which was a departure from the usual *modus operandi*.

15. **The Chairperson** introduced “Topic II – Preparations for the development of a new post-2015 framework for international development goals and update on ongoing inter-agency discussions in this regard” and opened the floor to Members who wished to raise new questions or follow-up questions thereon.

**Q&A – Topic II – Preparations for the development of a new post-2015 framework for international development goals and update on ongoing inter-agency discussions in this regard**

16. **Mr Adoua** (Congo) asked whether, in the context of preparing the post-2015 international development goals, all of UNESCO’s fields of competence had been assessed and taken into consideration. Had the education for all goals been evaluated, for example?

17. **Mr Koizumi** (Japan) asked what the UNESCO Secretariat considered to be the Organization’s post-2015 goals in education. He had understood, in particular, that there were some who argued for greater emphasis on secondary rather than primary education post-2015, while the Millennium Development Goal for primary education was unlikely to be met.

18. **Mr Dalsgaard** (Denmark) asked the Director-General whether the post-2015 strategy mapping out the potential contributions of the various mandated areas had already been drafted and whether that strategy would be submitted to Member States for discussion, stressing the Member States’ strong desire to be involved in developing UNESCO’s approach and to contribute to the process.

19. **Mr Zhou** (China) said that his country hoped that in the formulation of a new United Nations development strategy, the focus would be on education for all, scientific and technological innovation, the culture of peace and culture and development.

20. **Ms Lacœuilhe** (Saint Lucia) said that, like the representative Denmark, she wished to know when the Executive Board would be involved in discussing or determining UNESCO’s position on post-2015 development goals.

21. **Ms Levasseur** (Permanent Delegation of Canada), speaking as an observer, welcomed the active role played by UNESCO in the various inter-agency processes, but noted nonetheless that the future priorities of the United Nations were being defined by the agencies before even consulting the Member States, in the context of deciding on the next medium-term strategy, for example. How would those two parallel processes converge and how would the Member States’ priorities be integrated into the United Nations decision-making process?

22. **The Director-General**, replying to the question on what Member States could do to prepare for Rio+20, called on representatives to convey the message, through their national delegations at Rio, that culture, science and innovation were important to development.

23. **Ms Wozencroft** (Chief Financial Officer), replying at the request of the Director-General to the question raised by the representative of Saint Lucia concerning the programme to staff ratio in respect of the regular budget, said that the overall figures had been reported in order to reflect the use of extrabudgetary funds to complement the regular budget. The staff cost ratio for regular programme expenditure alone was 80% because nearly 70% of total staff costs were within the regular programme compared with only 25% of other costs. She pointed out that, on the basis of expenditure in the first quarter of the year, staff costs would be lower by nearly one quarter than in 2011, which gave an idea of the trends and cutbacks within the planning exercises.

*The morning meeting rose at 1.00 p.m.*

### **Afternoon meeting**

24.1 Before addressing the various questions raised on Topic II, **the Director-General** extended her gratitude to China, which had recently contributed \$957,000 to the Working Capital Fund, which thus amounted encouragingly to \$1,070,000.

24.2 Welcoming the questions relating to the post-2015 agenda, she said that there was no single process for the time being. There were different objectives and therefore different processes that were structured differently and addressed in different venues, an example being the previous year's ECOSOC meeting, at which post-2015 education for all (EFA) was one of the issues discussed. At the World Water Forum in Marseille, clean water and sanitation, relating to Millennium Development Goal No. 6, had been much discussed, as had been the post-2015 agenda in general. The Executive Board, too, had discussed whether existing health goals such as HIV and maternal health should be merged into one larger goal.

24.3 Everyone was naturally looking forward to Rio+20 because its outcome should generally shape development goals in the post-2015 agenda. The Secretary-General had informed UNESCO that he would establish a panel to work specifically on the post-2015 development goals, which would probably be known as "sustainable development goals" (SDGs). Once the panel had been established, she expected the work to be more structured within the United Nations system and Member States. The Secretary-General also planned to appoint three world leaders from different regions to lead the high-level panel on the post-2015 agenda. Moreover, each organization would hold very specific debates. UNESCO's most important contribution would be in education. Furthermore, the interface between science and policy had become critical to the post-2015 agenda. She wished to garner some Member States' suggestions to draw up a document for the autumn Executive Board session, on the understanding that it would not be exhaustive, but a compilation of facts giving food for thought. Work on the C/4 strategy would be pursued concurrently, and the two processes would influence each other.

25.1 **Mr Tang** (Assistant Director-General for Education), replying at the request of the Director-General to the question on the post-2015 education development goals, said that post-2015 EFA and post-2015 development goals were two interrelated processes. He hoped that future development goals would not merely replicate one or two of the existing EFA goals and considered that education should underpin all pillars and be coordinated holistically to reflect the various aspects of education.

25.2 Three parallel post-2015 EFA processes were under way. First, UNESCO would be a platform for Member States' debate on the future direction of EFA goals. Their intergovernmental debate and intergovernmental decision-making would draw on evidence-based information on EFA progress since 2000 nationally regionally and internationally. Regional consultation had already begun in the Asia and the Pacific region. Another consultation exercise would begin in June when

the steering committee of the new EFA coordination mechanism, comprising representatives of Member States, EFA agencies, NGOs, teacher organizations and the private sector, would be convened. A general meeting would be held in October to discuss post-2015 EFA goals further. The second exercise, requested by African States at the previous session of the General Conference, would consist in UNESCO providing assistance during the following two years for the conduct of national assessments of EFA progress and discussing future challenges in each country. The Organization would work with the UNESCO Institute for Statistics (UIS) to draw up indicators for the assessment. Regional and global syntheses of EFA progress achieved and future challenges faced would then be compiled complementary to the EFA *Global Monitoring Report* (GMR), which laid emphasis on teachers and learning. The 2014 and 2015 GMRs would be merged in order to take stock of EFA progress achieved since 2000 and would serve as evidence-based information for the Member States' first debate and decision-making exercise. In 2015, a global event, similar to the one held in Dakar in 2000, would be held, summing up EFA progress and looking ahead to the post-2015 agenda. The third exercise would consist in revisiting the 1996 Delors report to determine what was still valid and what new aspects could be considered. A senior expert group would be formed to discuss the report and a VIP commission would be convened before the end of the year. A summary report updating the Delors report should be drawn up before the end of 2015, making theoretical points for the debate on post-2015 EFA goals. The Education Sector had established a task force, involving Headquarters, field offices and the institutes, to coordinate the three processes.

26. **The Chairperson**, acknowledging the comprehensive replies given to the questions raised under the first two topics, opened the floor to new and follow-up questions under Topic III.

#### **Q&A – Topic III – Other matters**

27. **Ms Haddad** (Grenada), after thanking the Director-General for the detailed information given to the Board, said that Grenada had understood that \$2 million would be allocated from the Emergency Fund to the Communication and Information Sector for the development of information and communication technologies at Headquarters and for staff training in that field. She therefore wished to know whether other funds would be earmarked to implement the programmes adopted by the General Conference and included in document 36 C/5, in particular to build knowledge-based societies.

28. **Mr Grexa** (Slovakia) said that the written questions submitted by Group II concerning the organization of conferences (questions 14 to 18 of Part III of the consolidated list) had not been answered. He deplored the fact that only a small number of experts from Group II countries could participate in the Shanghai International Congress on Technical and Vocational Education and Training (TVET), as well as other important meetings, in view of the financial difficulties encountered by those countries. Finally, in his view, since the Member States' written questions were listed and numbered, it would be preferable to answer them one by one so that no delegation would have the impression that their question had been forgotten.

29. **Mr Koizumi** (Japan) said that in recent months, he had been under the impression that there were disparities in the workload between the various sectors of the Secretariat, and even within individual sectors and divisions. Some staff members were being called on to do more with increasingly less physical and human resources, while others seemed relatively idle, probably due to the necessary budget cuts and reduction in number of work plans. He feared that if the situation were to continue and endure, a sense of injustice and demoralization could arise. He asked whether the Director-General shared his impression and, if that were so, what she would do to avoid such pitfalls. Could the reassignment of some staff, even temporarily, perhaps be a solution?

30. **Ms Katagum** (Nigeria) joined other Members in thanking the Director-General for her statement. She requested further information on the status of the project on the pedagogical use of the *General History of Africa*. She knew that there had been one major donor and that the project had encountered various setbacks. Two weeks previously, the Conference of African Ministers of

Education (COMEDAF), meeting in Abuja, had passed resolutions requesting the donor not to discontinue project funding but to establish a fund to which other African Member States could contribute, since the entire African continent was the project's beneficiary. She therefore wished to know which sustainability mechanisms would be established by the Director-General to support the project in future, whether UNESCO would shortly write letters on the subject since the education ministers had resolved to contribute to the funding of the project and whether the Priority Africa task force established by the Director-General two years previously had completed its work and could release its results.

31. **Ms Dubois** (Belgium) wished to know how the internal programme review mentioned in the road map would be reflected in the C/4 and C/5 preliminary proposals.

32. **Mr Doyle** (Permanent Delegation of Saint Kitts and Nevis) said that an optimum balance must be struck between necessary cuts in the recruitment of consultants and keeping the door open to a compelling source of new talent on which the Organization had thrived for the last 40 years. The Organization ought to sustain that part of its lifeline by identifying and retaining talented consultants. Drawing on his experience of similar cost-cutting in another international organization, he said that such cuts could be misdirected and have an ephemeral impact only. The Organization's brand image needed to be sustained in the international press. He had been delighted that the *Financial Times* and the *International Herald Tribune* had both in the previous month featured interesting and constructive articles on UNESCO's programmes. Budgets for media public affairs should, therefore, be sustained

33.1 Replying to the representative of Grenada, the **Director-General** said that allocations had not been made from the Emergency Fund to the Communication and Information Sector but to the Bureau of Knowledge and Information Systems Management, to which the Chief Information Officer had been assigned, to invest in new IT tools and training to facilitate the reform process. However, depending on the state of implementation of document 36 C/5, emergency funds could be allocated during the second round for the building of knowledge-based societies. A WSIS+10 meeting had been scheduled for February 2013 in order to appraise action taken to promote information in knowledge-based societies, which would be addressed by Member States in debates on the post-2015 agenda.

33.2 She apologized to the representative of Slovakia for any lack of clarity in her reply to his question. She then said that she did believe that there was room for savings and for accomplishing tasks with fewer means, but that it was not for her but for the Member States to decide on those matters. She invited Member States to submit the issue of holding video conferences, which were already being used to reduce costs, to the Executive Board to determine what kind of arrangements could be made to hold more meetings in that way. The UNESCO delegation to the Rio+20 conference would be skeletal, comprising one half, if not one third, of the number of staff members sent on the previous occasion, but that would not prevent them from participating fully, both in the main event and in side events on oceans, education for sustainable development, water management, gender and other issues. She had been invited to participate in the round table on sustainability. Those issues could be discussed at the Executive Board session in the autumn.

33.3 The **Director-General** said that she was surprised to hear the question posed by the representative of Japan concerning the staff. She was not under the impression that certain sectors of the Secretariat were idle. If that were the case, she would ask the Assistant Directors-General to examine the situation more closely in order to remedy it. Recognizing that some sectors experienced busier periods followed by quieter moments, she reaffirmed that the budget cuts should not be used as an argument to stop activity, as the available skills could be used, in spite of financing difficulties, to continue accomplishing many important tasks. If there were sectors that had less work, efforts should be continued to redeploy those staff and make better use of the skills and availability of each member of staff, rather than recruiting new personnel.

33.4 In reply to the question raised by the representative of Nigeria on the pedagogical use of the *General History of Africa*, she said that she had discussed the issue with the initial donor and had appealed, during her visits, for donations from African leaders and other nations for, in her opinion, the *General History of Africa* also concerned Latin America, the Caribbean and the United States of America. After meeting the initial donor State's ambassador, she had concluded that its attitude could not be changed. She welcomed the resolutions adopted by African education ministers at their meeting and would write letters immediately in that connection.

34. **Mr Bandarin** (Assistant Director-General for Culture), speaking at the request of the Director-General, said that some \$2 million, donated to the fund by the initial donor, Libya, had enabled UNESCO to implement important programmes in Africa. Libya's withdrawal had created difficulty, but support had been sought from regional institutions and letters were being written to African Heads of State in order to seek further support. A special account had been opened for incoming contributions.

35.1 Turning to the last question raised by the representative of Nigeria, the **Director-General** said that the task force established more two years previously to strengthen Priority Africa had already implemented many of its conclusions such as strengthening the Africa Department – as requested by the African Group – and raising the budget for science in Africa by 25% compared to previous years. An internal evaluation of Priority Africa – also requested by the Africa Group – was under way. The findings would be submitted to the Executive Board to aid decision-making on the implementation of Priority Africa.

35.2 The quarterly internal programme review of the financial situation and the programmes in document 36 C/5 was under way and the most recent findings would be posted on the website in the following two days.

35.3 She fully agreed with the viewpoint of the representative of Saint Kitts and Nevis, which echoed the concerns voiced by the representative of Egypt. Member States had previously worried that there were too many consultants, recruited with money from the Organization's fixed costs, which was not right either. The current financial situation facing the Organization had not only ruled out that practice, but had also clarified the kind of consultants genuinely required, mainly for extrabudgetary programmes and projects, thus affording an opportunity to improve practices and strike a natural balance. She agreed, too, about the need for sustained media visibility. Although there were no provisions in the regular budget for that purpose, extrabudgetary support had felicitously been provided. Partnerships with the private sector, for example with Malaga Football Club, were boosting visibility, too, as were the activities of goodwill ambassadors.

36. **The Chairperson** thanked the Board Members for their active participation in the meeting, which had been very informative and productive. She reminded Members that the following information meeting with the Director-General had been scheduled for 10 July, should it be required. She then invited Members to submit their assessment of the information meeting, addressing matters such as the suitability of the format or process and their expectations of the July information meeting.

*The information meeting rose at 3.55 p.m.*