



United Nations  
Educational, Scientific and  
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Organisation  
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Organización  
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Организация  
Объединенных Наций по  
вопросам образования,  
науки и культуры

منظمة الأمم المتحدة  
للتربية والعلم والثقافة

联合国教育、  
科学及文化组织

Executive Board  
Conseil exécutif  
执行局

Consejo Ejecutivo **EX**  
Исполнительный совет  
المجلس التنفيذي

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Summary records

Comptes rendus analytiques

Actas resumidas

Краткие отчеты

المحاضر المختصرة

简要记录

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M. Michael MILLWARD (Secrétaire du Conseil exécutif)  
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## ORDRE DU JOUR

*Point*

### **ORGANISATION ET QUESTIONS DE PROCÉDURE**

- 1 Ordre du jour

### **PROJET DE PROGRAMME ET BUDGET POUR 2014-2017 (37 C/5)**

- 2 Rapport du groupe de travail établi par la décision 191 EX/15 (II)

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## CINQUIÈME SESSION EXTRAORDINAIRE

le jeudi 4 juillet 2013 à 10 h 10

Président : Mme Cummins

### OPENING OF THE 5th SPECIAL SESSION

#### 1.1 **The Chair** *in extenso*:

Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, Excellencies, ladies and gentlemen, welcome to the 5th special session of the Executive Board. I would like to remind Members that the convocation of this special session stems from a decision taken by the Board at its 191st session, namely 191 EX/Decision 15 Part II. Considering that the previous special session of the Executive Board was convened 28 years ago, this extraordinary measure reflects the seriousness and gravity of the issue before us today. As you will recall, at its 191st session, having examined the implementation plan for document 37 C/5 based on the assumption of a reduced cash-flow situation for 2014 and 2015, the Board expressed concern about the possible continued non-payment of assessed contributions by Member States, and the impact of such a cash flow shortfall on the Organization's ability to deliver its programmes effectively. The Board, recognizing the need for it to provide guidance to the Director-General, therefore resolved to identify programmatic priorities for future orientations of the Organization in order to allow her to devise a full income expenditure plan by the 192nd session. Thus, a decision was taken to set up an open-ended working group of the Executive Board, composed of three Board Members from each electoral group, chaired by the Chairs of the Programme and External Relations (PX) and Finance and Administrative (FA) Commissions, and tasked to work with the Director-General in order to identify programmatic priorities to be pursued in the event of a significant cash flow shortfall. In addition, this working group was requested to report to today's special session in order for the Board to consider this matter, and as such, the outcome of its deliberation is presented before you in the form of a draft decision contained in document 5 X/EX/2.

1.2 Distinguished colleagues, the working group has carried out its task in a transparent and participatory manner. There has been a high level of consultation within and among the electoral groups, demonstrating a true spirit of dialogue, collaboration and compromise in order to achieve the consensus text you have before you today. The electoral groups proactively involved each other and the Chairs of the PX and FA Commissions throughout this exercise. I would like to take this opportunity to commend Member States for their responsiveness in this regard, and for taking active leadership in fulfilling their responsibility, not only as Board Members, but also as engaged and concerned members of this august House. I would also like to thank the Director-General and her team, as well as the Chairs and secretariats of the PX and FA Commissions for facilitating the work of this group.

1.3 The outcome of the working group's deliberations is part of a process that will enable the Board to take things forward to the 192nd session, and to the 37th session of the General Conference. Here, I would like also to recall that the Director-General will be presenting to the Board at its 192nd session a full income and expenditure plan, as well as an indicative comprehensive and strategic staff restructuring plan, based on the Board's discussion

and decision during its 191st session, on the expected cash flow of \$507 million, and on the programmatic priorities to be decided by the Board at today's special session.

1.4 Dear Members of the Board, without further delay, *I now declare open* the 5th special session of the Executive Board, and would like to proceed directly with the conduct of business for today.

### ORGANIZATION AND PROCEDURAL MATTERS

#### Item 1: Agenda (5 X/EX/1 Prov.)

##### 2.1 **The Chair** *in extenso*:

The provisional agenda (document 5 X/EX/1 Prov.) was put together to reflect the circumstances leading to the holding of the special session (191 EX/Decision 15), and therefore contains only the single corresponding item. However, a request was received first from Palestine and Jordan jointly, then by the Arab States group, for an additional item concerning the implementation of 191 EX/Decision 5(I) "Old City of Jerusalem and its Walls" and 191 EX/Decision 9 "Mughrabi Ascent". Concern over this issue was also expressed in a letter from the Secretary-General of the Organisation of Islamic Cooperation (OIC). Given the specific reason for holding this special session, as stated in the decision, I considered it important to have the Bureau's views on this request. In doing so, I informed the Bureau of my consultations and discussions, and suggested a way of addressing these concerns without adding a new item, since I was concerned that that might open the door to other requests, equally important and urgent, for further items which we would have little or no time to address, given our main and important business of establishing programme priorities to guide the Director-General.

2.2 Accordingly, it was determined at a meeting of the Bureau yesterday morning that there will not be a need for an additional item as long as I make a statement as Chair of the Board on the subject, given my responsibilities to ensure that the decisions of the Executive Board are implemented. That is therefore what I intend to do shortly, ladies and gentlemen. My statement will recall the origin and content of the decision at the recent 191st session, recount the developments that have occurred since the end of that session, particularly the fact that the mission has not yet taken place, quote verbatim the statement issued by the Chairperson of the World Heritage Committee, and express the hope and expectation, as Chair, that the Board's decisions will indeed be implemented without further impediment. My statement will primarily seek to respond to the concern that the door be kept open for implementation of these decisions, and that nothing be said that might provide an excuse for inaction. I thank you for your indulgence and your trust. With that, I move to adopt the agenda as contained in the document before you.

3. *It was so decided.*

#### Statement concerning the decisions adopted at the 191st session on the Old City of Jerusalem and its Walls

##### 4.1 **The Chair** *in extenso*:

I would like to update the Board Members about recent developments in the matter of the decisions taken by the Executive Board at its last session in April 2013 relating to the Old City of Jerusalem and its Walls. As

reflected in decisions 191 EX/Decision 5 (I) and 191 EX/Decision 9, all concerned parties reached a welcome agreement at the 191st session of the Executive Board for the dispatch of a joint reactive monitoring mission to Jerusalem, as referred to in paragraph 11 of the Brasilia consensus decision, and also to convene a technical meeting on the Mughrabi Ascent to be held in UNESCO. As you will recall, both the mission and the meeting were expected to take place shortly after the close of the Board session.

4.2 Despite the consensus, and all the efforts exerted, neither the joint reactive monitoring mission nor the technical meeting took place within the envisaged timeframe. During the recent 37th session of the World Heritage Committee in Phnom Penh, its Chairperson issued a statement relating to the Old City of Jerusalem and its Walls, which she has asked to be submitted to the Executive Board. Her statement reads as follows: *"During several days, I made many efforts to promote understanding between all parties concerned by the Old City of Jerusalem and its Walls as property inscribed in the World Heritage List. Unfortunately, I did not have the possibility to reach a consensus based on which a draft decision would be prepared and submitted to the Committee. However, in my capacity as Chairperson and with full support of the Members of the Committee, I would like to request the implementation of a joint WHC/ICCROM/ICOMOS reactive monitoring mission to the Old City of Jerusalem and its Walls as soon as possible, in conformity with the past relevant decisions of the Committee. Finally, I warmly thank the Director-General of UNESCO for her efforts and initiatives on this matter. On behalf of the Committee, I would like to bring to her attention that necessary measures need to be undertaken to send the mission and to submit the present statement to the Executive Board of UNESCO for the record."*

4.3 Recalling once again the excellent spirit of consensus in which the Board took these decisions at its last session, and in the same sustained spirit of consensus, I concur with the statement by the Chairperson of the World Heritage Committee. In this spirit, as Chairperson of the Board I emphatically affirm the need to ensure the rapid implementation of the Board's decisions, and to dispatch, as rapidly as possible, the UNESCO mission to the Old City of Jerusalem and its Walls without further impediment. In this spirit, I further affirm the need to hold the meeting of experts on the Mughrabi Ascent. Finally, in this spirit, I reiterate my appeal to implement, as soon as possible, all other relevant consensus Executive Board decisions.

٥ السيد الرئيس (المملكة العربية السعودية)

(نائب الرئيسة عن مجموعة الدول العربية) /النص الكامل:

صباح الخير. السلام عليكم ورحمة الله. هذا بيان أقدمه باسم مجموعة الدول العربية لدى اليونسكو نعبر فيها عن شكرنا للسيدة رئيسة المجلس التنفيذي وللسيدة المديرية العامة لليونسكو وأيضاً للسيدة رئيسة لجنة التراث العالمي على ما بُدّل من جهود لأجل تيسير ذهاب البعثة التي قرّرت من لدن المجلس التنفيذي إلى القدس. أود أيضاً التركيز على الروح الإيجابية التي أردنا أن نظهرها من قبَل مجموعة الدول العربية، ولهذا قررت مجموعة الدول العربية عدم تقديم مشروع قرار خاص ببعثة إلى القدس في هذه الدورة وإرجاء ذلك إلى وقت لاحق. كما أود التذكير بسير الأحداث، إن إسرائيل رفضت استقبال الخبراء يوماً واحداً فقط قبل تاريخ مغادرتهم، وجاء ذلك رداً على تصريحات لبعض المسؤولين الفلسطينيين حول بعثة اليونسكو، مما سيُسبب أعمالها، حسب ادعاء إسرائيل. ثم رفضت إسرائيل المشاركة في

اجتماع الخبراء حول منحدر باب المغاربة الذي كان مزعماً عقده في ٢٧/٥/٢٠١٣، ثم أضافت إسرائيل بعد ذلك شروط جديدة لقبول البعثة أهمها ألا تزور إلا ١٨ موقفاً فقط، مواقع صغيرة ليس من بينها لا المسجد الأقصى ولا كنيسة القيامة. خلال الدورة الأخيرة للجنة التراث العالمي، قام السيد منير بوشناق، بتكليف من المديرية العامة، بالوساطة بين الأطراف المعنية محاولاً التوصل إلى تفاهم جديد يضمن لهذه البعثة إلى القدس، لكن للأسف باءت محاولته بالفشل بسبب التعنت الإسرائيلي. حاول رئيس لجنة التراث العالمي الوساطة أيضاً للوصول إلى حل توافقي، لكن للأسف لم يتم ذلك، ثم أصدر البيان وصرح القرار عن لجنة التراث العالمي. أخيراً فإننا نشارك الرأي مع رئيسة المجلس التنفيذي ورئيسة لجنة التراث العالمي والمديرية العامة لليونسكو أيضاً على ضرورة تطبيق قرارات المجلس التنفيذي ولجنة التراث العالمي ذات الصلة في أسرع وقت ممكن دون شروط تعجيزية جديدة من لدن إسرائيل. وإن لم يتم هذا قبل الدورة القادمة للمجلس التنفيذي، فستقوم مجموعة الدول العربية بإدراج بند جديد على جدول الأعمال بخصوص إرسال بعثة اليونسكو إلى القدس المحتلة، وشكراً.

(5) **M. Aldrees** (Arabie saoudite)  
(Vice-Président pour le groupe des États arabes) *in extenso* (traduit de l'arabe) :

Bonjour. Que la paix et la miséricorde de Dieu soient sur vous. Au nom du groupe des États arabes à l'UNESCO, je tiens à remercier la Présidente du Conseil exécutif, la Directrice générale de l'UNESCO et la Présidente du Comité du patrimoine mondial pour leurs efforts visant à faciliter l'envoi de la mission que le Conseil exécutif a décidé de dépêcher à Jérusalem. À ce sujet, je voudrais mettre l'accent sur l'esprit positif dont nous avons fait preuve en tant que membres du groupe des États arabes et qui nous a amené à ne pas soumettre de projet de décision relatif à l'envoi d'une mission à Jérusalem, durant la présente session, et de reporter cela à une date ultérieure. Je voudrais également rappeler les faits : Israël a refusé d'accueillir les experts la veille même de leur départ, en raison de déclarations qu'avaient faites certains responsables palestiniens au sujet de la mission de l'UNESCO et qui, selon Israël, politisaient son mandat. Israël a ensuite refusé de prendre part à la réunion d'experts sur la Rampe des Maghrébins, prévue pour le 27 mai 2013, puis a ajouté d'autres conditions pour la venue de la mission, notamment que celle-ci ne visite que 18 sites mineurs, mais ni la mosquée al-Aqsa ni l'église de la Nativité. Lors de la dernière session du Comité du patrimoine mondial, M. Mounir Bouchenaki a été chargé par la Directrice Générale d'intervenir en tant que médiateur auprès des parties concernées afin de parvenir à un nouvel accord qui assurerait l'envoi d'une mission à Jérusalem. Ses tentatives ont malheureusement échoué à cause de l'obstination d'Israël. Le Président du Comité du patrimoine mondial a également tenté, sans succès, de jouer le rôle de médiateur pour parvenir à un consensus. La déclaration a donc été rédigée et la décision adoptée par le Comité du patrimoine mondial. Enfin, à l'instar de la Présidente du Conseil exécutif, de la Présidente du Comité du patrimoine mondial et de la Directrice générale de l'UNESCO, nous sommes d'avis qu'il faut appliquer, dans les plus brefs délais, les décisions pertinentes du Conseil exécutif et du Comité du patrimoine mondial, abstraction faite d'éventuelles nouvelles entraves israéliennes. Si cela ne se fait pas avant la prochaine session du Conseil exécutif, le groupe des États arabes demandera l'inscription, à l'ordre du jour, d'un nouveau point concernant l'envoi

d'une mission de l'UNESCO à Jérusalem occupée. Je vous remercie.

6. **Mr Killion** (United States of America) *in extenso*:  
Madam Chair, thank you for your efforts and the efforts of the Director-General. The United States believes that it is critical to keep UNESCO focused on its core mission, including protecting important cultural heritage. This Board took an important and, I would even say, historic step forward to deal with the contentious cultural heritage issues in Jerusalem. We agreed by consensus to support a reactive monitoring mission by UNESCO, under paragraph 11 of the Brasilia consensus decision, to make progress in this area. Such a mission would be a very significant confidence-building measure for the region. We salute the parties who made such great efforts to set this process in motion, but we are of course deeply disappointed that political statements were made by one side, mischaracterising the nature of the mission, which derailed the effort. We appreciate that the government of Israel has been open and willing to cooperate in this area. We hope that we can move beyond the politicization of this issue and get back to UNESCO's important work at hand.

**DRAFT PROGRAMME AND BUDGET FOR 2014-2017 (37 C/5 Draft and Add.-Add.2 and Corr.-Corr.6 (Corr.5 French only))**

**Item 2: Report of the working group established in 191 EX/Decision 15 (II) (5 X/EX/2)**

- 7.1 **M. Adoua** (Congo) (Président de la Commission du programme et des relations extérieures (PX)) *in extenso*:  
Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, distingués délégués, chers collègues, lors de la dernière (191<sup>e</sup>) session du Conseil exécutif, à laquelle je n'ai malheureusement pas pu participer, vous nous avez confié, à l'Ambassadeur Sudders et moi-même, une lourde tâche et une grande responsabilité. Nous traversons une époque particulière, dont chacun d'entre nous peut ressentir les effets et les soubresauts. L'UNESCO, notre Maison à tous, est affectée par ces changements en son cœur. En cette période cruciale, nous avons reçu, l'Ambassadeur Sudders et moi-même, une grande responsabilité : celle de coprésider un groupe de travail chargé d'identifier et de sélectionner des priorités de programme dans la perspective d'un budget de 507 millions de dollars. Aujourd'hui, au moment où se tient cette 5<sup>e</sup> session extraordinaire, 28 ans après la dernière session extraordinaire, qui s'était tenue en février 1985, je mesure, au nom du groupe de travail, le poids de notre tâche et de notre responsabilité pour que l'UNESCO continue d'être ce phare dans les tempêtes, cette référence internationale, cette maison du dialogue et du consensus.

7.2 Madame la Présidente, nous aimerions vous présenter les conclusions des travaux de notre groupe de travail, qui s'est réuni à deux reprises : une première fois les 23 et 24 mai et une seconde fois les 13 et 14 juin derniers. La première réunion était uniquement consacrée à l'examen d'options aux fins d'établissement des priorités par secteur ; la seconde réunion a eu pour objectif d'élaborer des propositions dans le cadre d'un budget de 507 millions de dollars. Nous nous sommes inspirés, dans la conduite de nos travaux, des méthodes du Groupe préparatoire ad hoc, si brillamment dirigé par Madame

Véra Lacœuilhe, de Sainte-Lucie. Les réunions du groupe de travail sur les priorités ont été ouvertes à tous, avec la participation de trois représentants par groupe électoral et de tous les États observateurs. Ces observateurs ont pu prendre la parole et sont également intervenus lors des débats sur les décisions. L'Ambassadeur Sudders et moi-même nous sommes mis à la disposition des États membres et avons, à plusieurs reprises, participé à des réunions des groupes régionaux, notamment le Groupe I, le Groupe II et le Groupe V(b), afin de recueillir leurs questions, observations et préoccupations. Nous avons également eu des discussions ouvertes et franches, lors de déjeuners de travail, avec les représentants des groupes régionaux, afin de nous assurer d'une compréhension mutuelle et de dissiper tout malentendu. Je tiens à remercier chaleureusement mes collègues pour leur disponibilité et leur coopération, sans lesquelles, Madame la Présidente, nous ne serions pas en mesure de vous présenter les résultats de nos travaux aujourd'hui.

7.3 Madame la Présidente, plusieurs mots étaient présents à notre esprit lorsque nous avons abordé les priorités : consensus, direction, liberté et protection. Comme je l'ai dit, notre Maison est la maison du dialogue et du *consensus* et il était nécessaire de présenter des propositions qui soient acceptées par tous. Il était nécessaire de donner une *direction* à notre Organisation en définissant des priorités. Il était également nécessaire de laisser une *liberté* à la Directrice générale dans la gestion et la mise en œuvre de ces priorités. Enfin, il était nécessaire de nous doter d'une *protection* adéquate vis-à-vis de tout litige éventuel qui pourrait émerger au vu de la profonde restructuration qui devra se mettre en place. En outre, plusieurs principes ont guidé nos travaux. Le premier est celui d'une consultation extensive. Comme je l'ai indiqué, notre première réunion a eu lieu les 23 et 24 mai. Les membres du groupe, qui représentaient les intérêts des groupes régionaux, ont été encouragés à se consulter au sein de leur groupe régional, entre régions et également au niveau de leurs capitales respectives. Les déjeuners de travail – un par région – ont permis d'asseoir ce dialogue et nous ont aidés à bâtir le consensus qui a émergé lors de la seconde réunion, les 13 et 14 juin. Je suis convaincu que les membres ont pris et ont eu le temps de se consulter après cette dernière réunion. Le principe de transparence a prévalu à toutes les étapes de notre travail. Lors de la compilation et du classement des résultats escomptés par secteur ou globalement, les membres du groupe et les observateurs ont été invités à se joindre au groupe chargé de la compilation et certains d'entre vous ont accepté notre invitation. Enfin, les membres du groupe, conscients que tous les résultats escomptés ne pouvaient pas relever d'une priorité élevée, ont fait preuve d'esprit de compromis : en désignant une priorité élevée, il fallait choisir une priorité faible.

7.4 Madame la Présidente, avec votre permission, j'aimerais passer le flambeau à mon éminent et distingué collègue, l'Ambassadeur Sudders, pour qu'il poursuive cette introduction et vous expose les résultats de notre travail. J'en profite pour le remercier chaleureusement de son soutien infaillible pendant toutes ces semaines et pour la qualité de nos échanges et discussions. Cher collègue, je vous cède la parole.

- 8.1 **Mr Sudders** (United Kingdom)  
(Chair of the Finance and Administrative Commission – FA) *in extenso*:  
Thank you Ambassador Adoua. *Nous sommes ensemble et nous sommes une équipe!* Madam Chair,

dear colleagues, you will recall that the invitation to designate three Members of the Executive Board per electoral group was sent to the Vice-Chairs of the Bureau of the Executive Board on 3 May 2013. A subsequent message explaining the mode of work of the working group was sent to the Members of the Executive Board on 8 May 2013. Following this, for the first set of meetings on 23-24 May 2013, Member States were provided beforehand with a full set of expected results for each major programme. During the meeting the members had the opportunity to take the floor to make brief statements about priorities of their respective regional/electoral groups and also ask technical queries and seek technical clarifications from the Secretariat.

8.2 Subsequently, members of the working group were requested to rank the various expected results in an order of priority. It is important to recall the question Member States were answering: "In the context of reduced available resources from the regular budget, what are the priorities to be funded?" Member States reminded themselves regularly that they were not looking at the political importance of particular programmes. The methodology adopted for this exercise had the following important characteristics: (1) seeking clarity and understanding; (2) ranking instinctively; (3) anonymity; (4) regular feedback on results.

8.3 Member States had the chance to ask technical questions concerning every programme and expected result in order to understand the impact of a prioritization exercise prior to performing that exercise. Following that, there was an exercise to rank instinctively the expected results in the order of priority under each major programme separately. Member States were handed out sheets of expected results by major programme, for example, the list of 13 expected results for Major Programme I was handed out and the Member States were given time to rank the 13 and return them for the results to be collated and analysed. This exercise was done, of course, for all five major programmes. The results per major programme were fed back to members as soon as they had been analysed.

8.4 The second exercise performed by the members themselves was a global ranking exercise in which, irrespective of the major programme, members were to rank the total of 48 expected results starting from 1 to 48. Herein, members were handed out the individual sheets with the 48 expected results to be ranked in order of priority. The results on both of those exercises were very revealing and I am requesting the Governing Bodies Secretariat (GBS) to consign them as records of the session, as INF documents.

8.5 Following these ranking exercises, the Secretariat was asked to do a budget simulation exercise for the next meeting sessions based on four scenarios. Two of those scenarios were based on the rankings by major programme. The first was to fully fund your highest priority and continue with funding until the money ran out. The second was a modulated approach to funding with priorities ranked high, medium and low, with each such category having a percentage funding based on their categorization.

8.6 The following two budget simulation scenarios were similar, but done for global priorities, in other words, without consideration of the five major programmes but looking across the board. Having communicated the results of this budget simulation exercise to the working group, as Ambassador Adoua mentioned earlier on, we

invited the members from each electoral group to the working lunches to freely and frankly discuss the relevant scenarios. A humourist from my country, Douglas James, had said: "*When people you greatly admire appear to be thinking deep thoughts, they are quite possibly thinking about lunch.*" We combined the two and got them to think deep thoughts over lunch. From the working lunches and deep thoughts based on the mandate given to us from members during the lunches, we proposed a draft decision for consideration on 13-14 June.

8.7 As was evident from the working lunches and in the meeting of 13 June, a consensus emerged that the choice of scenario which was acceptable to most Member States was to be the scenario based on modulated priority rankings by major programme, with priorities classified as high, medium and low. Following this consensus, a detailed review major programme by major programme was undertaken, here again with the working group asking technical questions and seeking technical clarifications where necessary from the Secretariat in order to reach a consensus on their classification.

8.8 The working group then considered the draft decision, having also debated the incompressible costs, in other words, those costs deemed to be fixed and/or obligatory, and the economies to be obtained from the non-programme sectors and on the global priorities. The consensus draft decision is before you. This consensus draft decision falls under the watch words that Ambassador Adoua set out earlier: consensus, direction, freedom, and protection.

8.9 Madam Chair, while the non-programme areas were not discussed in as much depth as the priority setting for the major programmes, Member States decided to give an overall amount of economies expected to come from that area rather than going into specifics. In doing so, Member States put forward a number of ideas where savings were possible, but they took great care to not micro-manage and to not make the task of achieving savings impossible by designating too many sacred cows which could not be touched. Members were also clear that savings in non-programme sectors would evolve continuously as the reshaped programme came into action, and the needs for the central support became clearer. Members were well aware that some administrative and management costs were already embedded within programme sectors, and they wished to be clear that those were not immune from the pressure for savings; rather, those savings were to be redirected to the programmes themselves. Member States also wished to emphasize the importance of the governing bodies also considering savings, but doing so through their own process, which was already under way. The decision does include a specific and long-overdue action, to have a more focused schedule for the Executive Board, taking into account the new four-year programme cycle.

8.10 Madam Chair, let me not be too prolix. The priorities and the draft decision may not be perfect, but we are not perfect people. The aim of priority-setting was clear to the working group, and despite our diverse views, opinions and imperatives, the axiom "unity in diversity", or possibly "adversity", applies.

8.11 I would like to pay sincere tribute to our colleagues, the members of the working group and the observers for having deployed all their efforts and energies to find conciliation and consensus. It was particularly notable that Member States approached the prioritization exercise in a sincere attempt to



accommodate each other, and in the knowledge that those who describe everything as a priority in reality have none. There was a great spirit of dialogue between the groups as well as within them, and I hope that we can preserve that.

8.12 In addition I would like to thank: the Director-General for having given us the encouragement to continue with this important task; my good friend and co-Chair Ambassador Adoua; all of the Assistant Directors-General, who provided us with the necessary clarifications to carry out our work effectively; a special mention must go to ADG/BSP, Hans d'Orville and to Jean-Yves Le Saux, who were with us throughout the exercise and provided us with endless amounts of information and simulations; to the Secretary of the Executive Board, Michael Millward and his team for, as ever, all the support - including Mike adding to his already varied repertoire of Excel skills during the calculation phase; and last but not least, the secretaries of the FA and PX Commissions, Mr Sachin Bhatt and Meriem Bouamrane, and their teams. I thank you all for your attention and we remain at your disposal to respond to any questions or comments that you may have.

9. **The Chair** thanked the Chairs of the PX and FA Commissions for their reports, and congratulated them on their work and on the spirit of consensus that had been achieved in the working group.

10.1 **La Directrice générale** *in extenso*:

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Messieurs les coprésidents du groupe de travail, Excellences, Mesdames, Messieurs, je voudrais tout d'abord exprimer ma gratitude aux membres du Conseil exécutif, dont je salue le travail. C'est la première fois, je crois, qu'un exercice de cette nature est mené, dans le système des Nations Unies, pour définir des priorités stratégiques. Cela montre une nouvelle fois la capacité de l'UNESCO à innover et agir différemment. Le processus que vous avez entrepris est novateur et témoigne d'un sens de la décision et du consensus. Je tiens à saluer l'engagement des deux coprésidents qui l'ont mené à bien. J'y vois, Mesdames, Messieurs, une nouvelle marque de confiance et de mobilisation de tous les États membres à l'égard de l'UNESCO, à l'instar de la décision de la République d'Angola d'accorder une nouvelle contribution de près de 900 000 dollars pour soutenir l'utilisation pédagogique de l'*Histoire générale de l'Afrique*. Cet esprit de solidarité et de confiance est du meilleur augure compte tenu des réformes difficiles que nous avons à mener. J'ai souvent parlé de la nécessité de définir une stratégie claire avant d'examiner la structure la plus adaptée pour la mettre en œuvre. À plusieurs reprises, dans le cadre de ma responsabilité de Directrice générale, j'ai fait des propositions pour concentrer l'UNESCO, renforcer l'Organisation et faire face à la crise. Lorsque nous avons discuté en avril, j'ai à nouveau demandé aux États membres de définir leurs priorités programmatiques pour nous permettre de présenter un budget dans les limites de nos moyens. Vous avez répondu à cette demande, et ma responsabilité sera de mettre en œuvre votre décision du mieux possible. Cette session extraordinaire du Conseil exécutif est la 5<sup>e</sup> de l'histoire de l'UNESCO, ce qui montre l'ampleur du défi à relever. Nous sommes aujourd'hui à un tournant et nous savons tous que ce qui est en jeu, ce n'est pas seulement une liste d'activités mais la forme, la structure et le positionnement futur de l'Organisation. Cette tâche nous incombe alors même que les États accélèrent leurs efforts

en vue de la réalisation des Objectifs du Millénaire pour le développement et des objectifs de l'Éducation pour tous et qu'ils réfléchissent au nouveau programme de développement mondial après 2015.

(*La Directrice générale poursuit en anglais.*)

10.2 Ladies and gentlemen, we have achieved a lot over the last years – UNESCO has strengthened its leadership, we are closer to the field, we are an active participant and leader in the United Nations system. We must continue to move forward, whatever the circumstances. Let me take this opportunity to recall some of the points I made on 17 April, during the last session of the Executive Board.

10.3 We stand today in the third consecutive year of cuts of more than 22 % of the approved Programme and Budget for 2012-2013. While we expect to be able to manage the affairs of the Organization within this framework until the end of the current biennium, this will not be feasible in the next biennium. We have all been fully committed to root-and-branch reform, and our accomplishments are there for all to see, but this will not be enough, and we agree the situation is not sustainable. We must recognize the impact of financial constraints – on staff, on relations with Member States and partners in the field, on our capacity to react to emerging situations, on our core mandate to build capacity and on our global leadership.

10.4 We are seeing a sliding process of degradation. Despite having mobilized substantial extrabudgetary funds, the reduced budget has diminished the scope and impact of our programmes, especially at the field and regional levels – in some cases it has impaired our ability to deliver. Next biennium, to do tomorrow what we are doing today, we have only \$653 million minus 22%, which equals \$507 million, from which we need to absorb inflation and statutory increases of \$57 million. The result is a spending envelope of \$452 million overall, which is equivalent to a 30% reduction. As a comparison, the budget 20 years ago, for the 1994-1995 biennium, was \$510 million.

10.5 Recognizing this, 191 EX/Decision 15 (II) calls for work "to identify programmatic priorities for future orientations of the Organization", in a situation of continued non-payment of assessed contributions and significant cash flow shortfall. This decision provided the basis for the open-ended working group, to identify priorities on the basis of an expected cash flow for 2014-2015 of \$507 million. This is where we stand now. I will listen very carefully to your debates and your decision, in order to submit to the 192nd session of the Executive Board a full income and expenditure plan and a staff restructuring plan on the basis of the spending priorities. Thank you.

11. **The Chair** thanked the Director-General for her comments and opened the floor for discussion, inviting the Member States to use the three minutes allotted to them wisely.

12. **M. Farah** (Djibouti) *in extenso* :

Chers amis, Excellences, la 5<sup>e</sup> session extraordinaire du Conseil exécutif constitue un moment fort dans la vie de l'Organisation, aujourd'hui confrontée à des enjeux majeurs. Le récent rapport de l'Auditeur externe devrait au moins aboutir à la mise en place d'un processus permettant à l'UNESCO de rendre compte de ses actions de manière transparente et fiable. Nous sommes face à plusieurs défis. La situation financière, particulièrement difficile en ces temps de crise mondiale,

a contraint l'UNESCO à une priorisation des programmes qui, si elle était adoptée telle quelle, ne répondrait pas aux attentes de millions de jeunes filles, garçons, femmes et hommes qui ont les yeux tournés vers cette citadelle du savoir. S'il apparaît opportun de faire des choix, il n'en demeure pas moins que certaines priorités conformes au mandat de l'UNESCO ne sauraient souffrir un quelconque remaniement. Encore faut-il avoir à l'esprit l'idée de la Cour des comptes, sa vision et ses propositions en termes de gestion. L'éducation est un des socles de l'Organisation qui favorisent la culture de la paix, la promotion des sciences et l'équilibre du monde et qui permettent, au-delà de la transmission des savoirs, d'inculquer des valeurs pour prévenir et éradiquer les fondamentalismes destructeurs. Rappelons-nous cette phrase du grand penseur Aimé Césaire : « *Notre époque, c'est celle de l'identité retrouvée, celle de la différence reconnue, celle de la différence mutuellement consentie et, parce que consentie, surmontable en complémentarité, ce qui rend possible, je veux l'espérer, une solidarité et une fraternité nouvelles* ». Comme dit le proverbe, c'est dans la tempête que l'on reconnaît un capitaine : il ne déserte pas le navire et garde le cap. Mesdames, Messieurs, nous avons plusieurs questions à poser pour avoir un tableau plus précis et complet de la situation. Que sont devenus les 70 millions du Fonds d'urgence donnés par les pays du Sud ? Ont-ils été destinés aux programmes ? Allons-nous, en 24 heures, décider d'une manière expéditive d'avoir une UNESCO au rabais ? Quel sort sera réservé aux 300 employés qui figurent sur la liste des départs ? Où iront-ils ? Je demande qu'un débat s'instaure, qu'un appel soit lancé à tous les États membres, à tous nos responsables politiques, nos commissions nationales, nos ONG afin qu'ils s'impliquent et que notre décision soit pesée et prise non dans la précipitation mais dans la réflexion et l'harmonie, car l'histoire nous l'impose et les générations futures seront en droit de nous interroger. Je vous remercie.

13. **Mr Andreasen (Denmark) in extenso:**

The other Nordic countries, Finland, Iceland, Norway and Sweden, have asked me to speak on their behalf. Madam Chair, for many years, Member States have argued that UNESCO needs to focus its actions and sharpen its priorities. This was strongly reconfirmed by the independent external evaluation of UNESCO, and now increasing UNESCO's focus has been adopted by the General Conference as one of the five strategic directions. In other words, developing clear priorities is not just an immediate response to the current situation; it is of vital strategic importance to UNESCO's capacity to deliver under any circumstances. Turning now to the report and recommendations of the working group on programmatic priorities, we first wish to congratulate Ambassadors Adoua and Sudders for all their efforts and their leadership. A lot of progress has been made. However, there are a few core elements of recommendations that we do not agree with. The recommendation of priorities within the Communication and Information Sector has very high attention in Denmark and we are not in a position to accept that the very important work on freedom of expression and press freedom, including the safety of journalists, is considered less than a high priority. The importance of this work is clearly embedded in the Constitution of our Organization. UNESCO has the lead role within the United Nations system on these issues, including the unique mandate on the role of the media. We emphasize that free speech and free media is crucial for sustainable development and economic and social progress in our countries. We are sure that the members

of this Executive Board will agree on this. Looking ahead to the 192nd session of the Executive Board we will of course closely monitor whether these concerns have been satisfactorily addressed in the implementation plan to be presented. Another area where we find a recommendation below our expectations of the Organization and really in conflict with 36 C/Resolution 112 is the moderate to low priority accorded to UNESCO's global coordination role for education for all (EFA). We expect this resolution to be duly reflected in budget allocations to be proposed. To close, Madam Chair, let us recall that good consensus decisions are outcomes that all parties can live with. The draft resolution before us does not yet have that particular quality but we are ready to work with you to get there.

14. **Mme da Rocha (Brésil) in extenso:**

Nous tenons tout d'abord à saluer les efforts déployés par le groupe de travail, coprésidé par les ambassadeurs Jean-Marie Adoua et Matthew Sudders. De leur côté, les représentants des six groupes électoraux ont su établir une liste judicieuse des priorités parmi les 48 résultats escomptés, tout en préservant l'équilibre indispensable entre les cinq grands programmes de l'Organisation. Lors de leur recensement secteur par secteur et de leur classement selon leur ordre de priorité, les activités statutaires et programmatiques ont été privilégiées et les priorités globales Afrique et Égalité entre les sexes respectées. Il est entendu qu'aucun des programmes, aucune des activités ne disparaîtra et que seuls pourront varier les rythmes de leur mise en œuvre et les ressources mises à leur disposition. De façon tout aussi judicieuse, l'espace d'action de la Directrice générale a été préservé, ce qui lui assure la liberté dont elle aura besoin pour procéder à la mise en conformité du Secrétariat par rapport au budget de 507 millions de dollars. Concernant le paragraphe 6(b) du projet de décision consigné dans le document 5 X/EX/2, l'option d'établir les objectifs pour les économies qui s'imposent dans les secteurs non programmatiques est à notre avis spécialement équilibrée. Le recours à une telle option montre à quel point il est urgent que la Directrice générale réalise, en ce qui concerne les structures administratives et les dépenses opérationnelles du Secrétariat, les économies d'au moins 33 millions de dollars qui devraient s'ajouter à celles déjà identifiées dans le document 37 C/5 Add.2. Nous sommes certains qu'à partir de ces indications, la Directrice générale sera en mesure de soumettre au Conseil exécutif, à sa 192<sup>e</sup> session, un budget et un plan de restructuration capables de maintenir l'UNESCO pleinement active, dans un scénario où les ressources seraient plus restreintes. Cette mission ne sera pas facile. Nous faisons néanmoins confiance à la Directrice générale pour sa compétence et sa profonde connaissance du fonctionnement de cette Organisation, ainsi qu'au Secrétariat pour sa capacité de travail. Le Brésil continuera de compter l'UNESCO parmi ses priorités de politique étrangère. Nous croyons en elle en tant que forum essentiel de construction d'une culture de la paix au moyen de l'éducation, des sciences, de la libre circulation des connaissances et du dialogue interculturel. Je vous remercie.

15. **Mr Stranzl (Austria) in extenso:**

Thank you. Madam Chair, Madam Director-General, let me also briefly comment on some elements of the results of the working group and the consensus draft decision which are very important for my country. It is crucial to keep UNESCO relevant to all its Member States, in that the priorities reflect our collective interests, which in the end will be sum of all our different interests. To stay relevant in this difficult situation, UNESCO needs

to focus on its core activities; in our view it is absolutely vital that UNESCO focuses on its role in a post-2015 environment. UNESCO seems to be a good way towards having its core concerns – education and culture, and also the mainstreaming of human rights – inscribed on the international agenda. We need to make sure that the Organization can live up to its key objectives, and that that UNESCO can deliver wherever it has been entrusted with a leading or coordinating role in the United Nations system. This is, of course, education for all (EFA) coordination, it is also education for sustainable development (ESD), it is the World Summit on the Information Society (WSIS) and the United Nations Plan of Action on the Safety of Journalists, as well as its role as lead agency for the implementation of the culture of peace, which includes the promotion of human rights. On freedom of expression and freedom of the media, we do not want to see UNESCO's engagement compromised. UNESCO's work in the field is of outstanding value and complementary to what other United Nations bodies can do. My country, like others, would have major difficulties with the political message we would send out by reducing our efforts on freedom of expression and the media. The savings we are asking the Secretariat to make are huge, but unfortunately there is no alternative. We as governing bodies should be aware of our shared responsibility and reinforce our deliberations on how to improve our own working methods and thereby reduce costs. We would like to invite the Director-General to make concrete proposals in this regard. And to finish let me also thank the two co-Chairs, Ambassador Sudders and Ambassador Adoua, for the excellent and courageous job they have done. This consensus draft decision marks an important and necessary step forward. Thank you.

16. **Mr Islam (Bangladesh) *in extenso*:**

My delegation would also like to join others in thanking the open-ended working group for doing excellent work to reflect the collective will of the Executive Board in establishing priorities for the next biennium. My delegation agrees with the principles that have been applied in preparing the draft decision contained in document 5X/EX/2. First of all, we welcome the fact that the Participation Programme is not to be subjected to cost-saving measures. We all know that the Participation Programme does not involve a large sum of money, but it greatly helps the functioning of UNESCO National Commissions and low income developing countries in Africa and Asia, including least developed countries (LDCs) and small island developing States (SIDS). We welcome the principle that each major programme is to maintain its relative share of programme resources foreseen in document 37 C/5 Draft. We also welcome the principle that at least 70% of the resources available for the two global priorities, namely Africa and gender equality, will be devoted to programme activities. As to the sectoral priority rankings, the working group's priority setting under each major programme broadly meets my delegation's expectations. We are happy to see that lifelong learning, quality literacy, teachers' policies and Technical and Vocational Education and Training (TVET) are being considered as high priority sectors under the Major Programme for Education. Nevertheless, my delegation feels that literacy should be placed further up in the priority list because so much more remains to be done to achieve literacy globally. Under the Major Programme for the Natural Sciences, we strongly support placing water security, reduction of risks and impacts of ocean-related hazards and climate change adaptation and mitigation, as high priorities. Under the Major Programme

for the Social and Human Sciences, we are supportive of the priorities that emphasize intercultural dialogue and enhance Member States' capacities to manage bioethical challenges. Under the Major Programme for Culture, we would like to emphasize UNESCO's work in streamlining national capacities for the development of cultural and creative industries. We consider this to be very important for developing countries. Under the Major Programme for Communication and Information we support the importance attached to the preservation of documentary heritage by strengthening the Memory of the World Programme. Thank you very much.

17. **郝先生 (中国) 发言全文:**

女士们, 先生们, 首先对总干事的发言和工作组主席的详细介绍表示感谢。感谢工作组为建立下一双年度计划的优先顺序所做的辛勤努力。我们不得不承认这样的现实, 教科文组织已经走到了改革发展的重要关口, 我们必须做出选择。诚然, 选择是痛苦的。要获得一种让各方面都满意的方案是十分困难的。中方主张, 各国应以大局为重, 团结一致, 求同存异, 弥合分歧, 凝聚共识, 坚持改革, 创造性地找出解决问题的方法, 共同渡过难关。首先, 确保重点。集中有限的资源做好本组织的重点计划是本组织改革的核心。教科文组织的五大领域: 教育、自然科学、文化、社会科学与信息传播对本组织的未来发展都至关重要。他们也是建立 2015 年后发展议程的关键。中方赞同大多数国家对重点计划的选择, 并愿再次强调, 重点应该给予那些已经列入国际议程的、与国际公约实施相关的以及本组织有着传统优势的重点计划和活动。中方赞同工作组报告中关于制定新的预算与重组方案所应遵循的原则。中方欢迎这种合并的做法并建议可以对跨领域相关的优先事项进行适当的合并。中方赞赏总干事和秘书处为应对财务危机推动教科文组织改革所采取的一系列有效措施。我们相信总干事和秘书处的执行能力, 支持他们根据工作组所提出的有关原则制定预算分配计划和战略性人员调整安排。允许他们根据执行中所遇到的具体情况对工作中的具体安排作出相应调整。中方坚信, 要实现我们所强调的非洲优先和性别优先, 必须坚定改革的决心, 毫不退缩。希望总是孕育在困难之中。中国有句古话, 人心齐, 泰山移。只要能够齐心协力, 再大的困难也能克服, 谢谢。

(17) **Mr Hao (China) *in extenso***  
(*translation from the Chinese*):

Ladies and gentlemen, at the outset, I would like to thank the Director-General for her remarks and the co-Chairs of the working group for their detailed presentations. We appreciate the hard work that the working group has done in identifying programmatic priorities for the next biennium. We need to recognize that UNESCO finds itself at a crucial stage in its reform and development, where tough choices need to be made. It is true that making choices can be a painful exercise, and it can be very difficult to find solutions that are satisfactory to everyone. China believes that it is essential for the Member States to look at the big picture and endeavour to make concerted efforts by seeking common ground while putting aside their differences. To get through this

difficult time, we also need to press ahead with reform and find creative solutions by building consensus. We need to sharpen our focus. The reform of the Organization is essentially to concentrate its limited resources on priorities. The five major programmes of UNESCO, namely, education, natural sciences, social and human sciences, culture, and communication and information are crucial to the future of the Organization and are also key elements for the post 2015 development agenda. China agrees to the choices made by most countries, and would emphasize again that priority should be given to programmes and activities which are already inscribed on the international agenda, which relate to the implementation of international conventions, or which constitute the traditional strengths of the Organization. China agrees to the principles to be followed in developing the budget and restructuring plan that the working group has proposed in its report. China welcomes the proposal for merging and suggests that related priority programmes could be merged in an interdisciplinary manner. China appreciates the efforts of the Director-General and the Secretariat in adopting a range of effective measures to deal with the financial crisis and to push forward the reform of the Organization. We have confidence in the execution capacity of the Director-General and the Secretariat, and will support them in developing appropriate budget allocations and a strategic staff restructuring plan, in accordance with the principles formulated by the working group. The Director-General and the Secretariat should be allowed to make adjustments in the light of the actual situation. China is convinced that in order to implement effectively the two global priorities, Africa and gender equality, we need to reaffirm our commitment to reform. Hope and difficulty co-exist. As an old Chinese saying goes, "When people work together with a single mind, they can even move Mount Taishan". If we all pull together, we will be able to meet even the toughest challenges. Thank you.

18. **Mme Pare-Kabore** (Burkina Faso) *in extenso* :  
Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Madame la Directrice générale, le Burkina Faso salue l'initiative de cette session, qui va nous permettre de prendre des options déterminantes pour l'impact de l'action de notre Organisation sur le terrain. Nous nous félicitons de la démarche synergique adoptée par le groupe de travail, brillamment coprésidé par S. E. M. Jean-Marie Adoua et S. E. M. Matthew Sudders, qui engage l'ensemble des États membres. Cela dit, le Burkina Faso, pour avoir apporté sa modeste contribution au niveau du Groupe africain, ne peut que saluer l'esprit global de ce projet de décision. Mais, comme nous avons eu l'occasion de le dire lors des pré-sessions contributives, le classement en termes de priorités élevées, moyennes et faibles ne devrait pas nous amener à mettre totalement en berne cette dernière catégorie de priorités. Car, comme chacun le sait, les lignes d'activités programmatiques qui sont sous la bannière de cette catégorisation participent également de l'intégrité du mandat et des missions de notre Organisation. Aussi, tout en adhérant à l'architecture générale convenue, le Burkina, avec un certain recul, propose néanmoins que le pourcentage du niveau de priorité faible soit au moins de 2 à 40 % plutôt que de 0 à 40 %. Bien entendu, cela va affecter, assez légèrement, les autres niveaux de priorité, qui pourraient éventuellement passer à une fourchette de

80 à 99 % pour la priorité haute, de 40 à 79 % pour la priorité moyenne et, donc, de 2 à 40 % pour la priorité faible, à moins qu'il soit envisageable d'aller un peu au-dessus de 2 %. Proposer 2 à 40 % revient à dire que nous préférons ne pas voir disparaître totalement de notre tableau certains programmes et leur traçabilité. C'est aussi prendre en compte les ressources humaines, véritable trésor de l'Organisation, dont la préservation est une préoccupation pour nous tous. Ainsi, lorsque le contexte budgétaire sera plus clément, nous pourrions revitaliser ces programmes sans trop de difficulté en gagnant sur le front de la continuité et du cumul enrichissant d'expériences et d'expertise. Je vous remercie.

19. **El Sr. Fernández Palacios** (Cuba) *in extenso*:

Al igual que los colegas que me precedieron en el uso de la palabra, deseo dar las gracias a los Embajadores Adoua y Sudders, así como a los miembros del grupo de trabajo, que terminaron con la preparación de este proyecto de decisión y la identificación de las prioridades de la Organización. Este ejercicio de priorización es un ejemplo de que la UNESCO está cambiando y de que la crisis de impagos es catalizadora del cambio y de la reforma. Quizás, sin darnos cuenta, estamos siendo protagonistas de ese cambio. La UNESCO es otra y son los Estados Miembros los que están definiendo el rumbo de la Organización, trabajando estrechamente con la Directora General. Me parece que el mayor valor añadido de este ejercicio es, precisamente, la capacidad de diálogo entre nosotros. Bastaron solo cuatro sesiones para alcanzar un producto bastante aceptable. Espero que no haya que esperar otros 28 años para volver a reunirnos y avanzar en nuestros trabajos. Si hiciéramos esto con más frecuencia, ahorraríamos tiempo y dinero, liberaríamos muchísimo la carga de trabajo del Consejo y evitaríamos esas tortuosas e indeseables sesiones nocturnas que nos complican la vida y nos hacen gastar dinero. Es un ejemplo de que debemos también reformar y cambiar nuestros métodos de trabajo y hablar, y dialogar más entre nosotros. Es, repito, el principal valor que le doy a este ejercicio. Con lo cual felicito a todos los que contribuyeron a este resultado. Habiendo dicho eso, y reconociendo como dije, el valor del proyecto, del producto que nos presentan, yo quisiera hacer dos comentarios muy breves; espero que sea el momento apropiado o, de lo contrario, cuando se vaya a el proyecto de decisión. Se trata de su párrafo 4 d, que me deja en una suerte de culpa colectiva que no comparto y también del párrafo 6 e) ii), en lo que hace a esa cuestión de la probable reducción de personal, que me parece innecesaria, desmotivante y que podría crear verdaderas complicaciones al drenar lo mejor que tiene esta Organización, que son sus recursos humanos. Pero sobre esto hablaré llegado el momento, cuando se considere el proyecto de decisión. Muchas gracias.

- (19) **M. Fernández Palacios** (Cuba) *in extenso*  
(traduit de l'espagnol) :

À l'instar des intervenants qui m'ont précédé, je souhaite remercier messieurs les ambassadeurs Adoua et Sudders ainsi que les membres du groupe de travail qui ont fini de préparer ce projet de décision et d'identifier les priorités de l'Organisation. Cet exercice de priorisation démontre que l'UNESCO évolue et que la crise de défaut de paiement est un catalyseur du changement et de la réforme. Nous sommes peut-être, sans nous en rendre compte, les acteurs de ce changement. L'UNESCO en est un autre et ce sont les États membres qui fixent le cap de l'Organisation, en étroite collaboration avec la

Directrice générale. Il me semble que la principale valeur ajoutée de cet exercice est, précisément, notre capacité de dialogue mutuel. Seulement quatre sessions ont suffi pour atteindre un résultat plutôt acceptable. J'espère qu'il ne faudra pas attendre 28 autres années pour nous réunir de nouveau et poursuivre nos travaux. Si nous le faisons plus régulièrement, nous pourrions économiser du temps et de l'argent, alléger considérablement la charge de travail du Conseil et éviter ces séances nocturnes tortueuses et indésirables qui nous compliquent la vie et nous font dépenser de l'argent. Cela nous montre que nous devons également repenser nos méthodes de travail et nous concerter davantage. Il s'agit, je le répète, du principal intérêt que j'attribue à cet exercice. Par conséquent, je félicite tous ceux qui ont contribué à ce résultat. Ceci étant dit, et reconnaissant comme je l'ai dit, l'intérêt du projet et des résultats qu'il nous promet, je souhaiterais faire deux commentaires très brefs. J'espère que ce sera le moment adéquat et dans le cas contraire, j'interviendrai au moment de l'examen du projet de décision. Il s'agit de son paragraphe 4, qui donne l'impression d'un blâme collectif que je ne partage pas, mais aussi du paragraphe 6 e) ii) concernant la question de la réduction probable des effectifs, qui me semble inutile et démotivante, et qui pourrait engendrer de vraies complications en touchant à ce que cette Organisation a de meilleur, à savoir ses ressources humaines. Mais j'en parlerai le moment venu, lors de l'examen du projet de décision. Merci beaucoup.

20. **Г-жа Митрофанова** (Российская Федерация)  
*полный текст:*

Уважаемая госпожа Генеральный директор, уважаемая госпожа Председатель Исполнительного совета, уважаемые коллеги, Российская Федерация отмечает большую работу, проделанную подготовительной группой по подготовке проектов решений нынешней пятой специальной сессии Исполнительного совета. Предлагаемые документы представляются в целом взвешенными и создают основу для дальнейшей дискуссии. Они дают общие ориентиры для Генерального директора. При этом сохраняется важный принцип невмешательства стран-членов в микроменеджмент, соблюдение которого должно позволить Секретариату спокойно и обстоятельно работать над реализацией согласованных установок стран-членов. В то же время очевидно, что в этом процессе должны быть разумные ограничения. Хотела-бы пояснить, что я имею в виду. На данный момент сохраняется достигнутая договоренность о том, что члены Исполнительного совета не будут пока вскрывать выстроенный на сегодняшний день порядок приоритетов в отношении ожидаемых результатов. Вместе с тем, на последнем заседании рабочей группы прозвучали серьезные озабоченности, которые, очевидно, будут высказываться и сегодня. Представляется, что в работе Секретариата по подготовке конкретных цифр бюджетного финансирования тех или иных приоритетов, эти озабоченности, особенно высказанные целыми группами стран, должны быть учтены. Имеется в виду, что, например, ожидаемые результаты попавших в группу низкоприоритетных, но тем не менее, активно поддерживаемые многими государствами, должны в рамках установленной вилки от 0 до 40% получить максимальное финансирование, т.е. именно 40%. Сразу могу сказать, что в этом плане по Сектору естественных наук наша страна озабочена низкими

позициями ожидаемого результата 4 – Укрепление деятельности по созданию потенциала для исследования и образования в области естественных наук. Обеспокоены мы и низким приоритетом, который присвоен ожидаемому результату 6 по Сектору коммуникации и информации, касающемуся программы Информация для всех. Особенно важно здесь упомянуть об информационной этике. В отношении Сектора культуры в соответствии с резолюцией последней сессии Комитета всемирного наследия, полагали бы необходимым либо изъять ссылку на Конвенцию 1970 г., либо отдать приоритет Конвенции 1972 г. как наиболее востребованной мировым сообществом и повышающей авторитет Организации. Приглашаем партнеров, разделяющих эти наши озабоченности, уже в ближайшее время провести консультации с целью выработки согласованных предложений по редакции соответствующих решений предстоящей Генеральной конференции. Исходим из того, что в ходе Генеральной конференции для достижения консенсуса можно будет использовать широкий набор инструментов. Спасибо.

(20) **Mme Mitrofanova** (Fédération de Russie)  
*in extenso (traduit du russe) :*

Madame la Directrice générale, Madame la Présidente du Conseil exécutif, Mesdames et Messieurs, la Fédération de Russie tient à souligner l'excellent travail accompli par le Groupe préparatoire pour ce qui est d'élaborer les projets de décisions de la présente cinquième session extraordinaire du Conseil exécutif. Les documents proposés sont, dans l'ensemble, équilibrés et constituent une bonne base pour la poursuite des débats. Ils donnent des orientations générales à la Directrice générale. Est ainsi préservé l'important principe de non-ingérence des États membres dans la microgestion, principe dont le respect doit permettre au Secrétariat de travailler sereinement et de manière approfondie à la mise en œuvre des mécanismes convenus par lesdits États. Dans le même temps, il est évident qu'il faudrait, dans une mesure raisonnable, limiter ce processus. Permettez-moi de préciser ma pensée. Au stade actuel, il reste entendu que les membres du Conseil exécutif ne révéleront pas encore l'ordre des priorités établi ce jour en ce qui concerne les résultats escomptés. Cependant, à la dernière réunion du groupe de travail, il a été exposé de graves préoccupations qui, de toute évidence, vont s'exprimer également aujourd'hui. Il semble qu'il faudrait, dans le travail que le Secrétariat mène pour préparer les chiffres concrets du financement de certaines priorités par le budget, que ces préoccupations, notamment celles exprimées par des groupes entiers de pays, soient prises en compte. Ce qu'on veut dire, par exemple, c'est qu'il faudrait que les résultats escomptés qui tombent dans le groupe de faible priorité, mais sont néanmoins activement soutenus par de nombreux États, reçoivent, dans le cadre de la fourchette fixée de 0 à 40 %, le financement maximum, à savoir 40 %. D'emblée, je puis dire que sur ce point, dans le Secteur des sciences exactes et naturelles, notre pays est préoccupé par les positions basses du résultat escompté 4 - Renforcement accru des capacités de la recherche et de l'enseignement dans le domaine des sciences exactes et naturelles. Ce qui nous préoccupe également, c'est la faible priorité accordée au résultat escompté 6 du Secteur de la communication et de l'information, relatif au

Programme Information pour tous. Il importe particulièrement, ici, de mentionner l'éthique de l'information. En ce qui concerne le Secteur de la culture, conformément à la résolution de la dernière session du Comité du patrimoine mondial, nous estimons qu'il serait nécessaire soit de supprimer la référence à la Convention de 1970, soit d'accorder la priorité à la Convention de 1972, qui est la plus demandée par la communauté internationale et est la plus à même d'accroître l'autorité de l'Organisation. Nous invitons les partenaires qui partagent nos préoccupations à engager dans les plus brefs délais des consultations afin que nous élaborions ensemble des propositions de libellé pour les décisions correspondantes de la prochaine Conférence générale. Nous partons du principe qu'il sera possible, pour parvenir à un consensus à la Conférence générale, d'utiliser une grande diversité d'instruments. Je vous remercie de votre attention.

21. **Ms Mufti** (Pakistan) *in extenso*:

Thank you Madam Chair. First of all, we would like to thank the Chairs of the working group who really worked hard and all the Member States who participated in this exercise. This was long due regardless of the financial crisis because we have been requested by the independent external evaluation of United Nations Educational, Scientific and Cultural Organization and the findings were to enhance the focus of this Organization. Education, science and culture once again came out clearly as the priorities of this Organization and we are glad to see EFA and water security and related expected results at the top. Education and culture and science reflect basic human rights, like access to water, access to education and I think the human rights approach is quite built-in into UNESCO's programme. And with no hard feeling, I would like to mention what all the proponents of the freedom of expression said, that Snowden had a right to freedom of expression and to the right for access to information, but how far can you go with this right? It is a double-edged sword as we all have seen and since the day I found out that Pakistan is the second most watched nation in the world I am putting on my make-up while I am sleeping. I am very careful that when I call my friend I talk only about my ex mother-in-law and all the terrors that she unleashed on me and we have stopped discussing things that we should be discussing on phones. Thank you.

22.1 **Ms Katagum** (Nigeria) *in extenso*:

Thank you. Madam Chairperson, dear colleagues, I would like to express my delegation's appreciation for the initiative that gave birth to the working group whose work is before us today. More importantly, I would like to congratulate those who have contributed to its results, especially the two co-Chairs. It is refreshing that not only members of the Board, but also non-members fully participated in the work of the group. We particularly appreciate the insistence on keeping our sights on the directives of the General Conference as concerns the Organization's priorities. However, we must emphasize the need for seeking our consensus in the context of our collectively proposed directions for the programmes of the Organization. However, there are causes that rightly belong to UNESCO and are crying out for ever more and better action. For example, the latest United Nations 2013 Millennium Development Goals (MDG) Report noted that the world was not on track to reach the goal of universal primary education by 2015, and I quote "progress has slowed in the last few years" and "inequalities remain high". It also indicated that youth illiteracy remains a major challenge. Should UNESCO's

global coordination and advocacy role in EFA not be guided by the painful truth of our shortcomings in this regard? Other areas where we need to be vigilant include the two global priorities of Africa and gender as well as freedom of expression. Our plea therefore is simply that, having reinforced the importance of our agreed priority rankings for the information and the guidance of the Director-General, we should ensure for her the essential flexibility for bringing together the expected results of our joint efforts. So the bottom line is flexibility. However, in proposing this flexibility, my delegation would like to flag an issue, which has already been flagged now by Burkina Faso, concerning the percentage of proposed budgetary allocation in paragraph 6 (d) (iii) of the draft decision. As currently composed, this could and can lead to a "zero" allocation to any programme in the "low" priority ranking. This would negate the spirit behind this paragraph. My delegation would like to further discuss this when we come to the consideration of the draft decision. I thank you for your kind attention.

23. **Ms Ithete** (Namibia) *in extenso*:

Madam Chairperson, Madam Director-General, the Namibian delegation welcomes the exercise we are engaging in to determine and agree upon the absolute and limited priorities under each of the five major programmes of the Organization. During the meeting of the working group, many colleagues stated that it might be a futile exercise. We all hope that the financial situation of the Organization will normalise in the next few weeks or months. However, it is only prudent to establish a well thought-out Plan B which would constitute a temporary arrangement within the implementation of the 37 C/5. Madam Chair, the Namibian delegation does not underestimate the difficult task of defining priorities which will meet the expectations of Member States with diverse needs and aspirations. Well-balanced sacrifices and solidarity should be our guiding principles in our endeavour of identifying absolute priorities. In carrying out this dedicated exercise, we need to ensure as much as possible that the two global priorities of the Organization, Africa and gender equality, occupy their rightful places within our Plan B. We also need to ensure that the other priorities as directed by the General Conference, namely youth, least developed countries and small island developing States, remain the priorities of the Organization in a meaningful manner. The Africa group can express its satisfaction with the draft decision before this special session of the Executive Board. We welcome the priority ranking in Major Programmes I, III, IV and V, but our expectations were dashed with the priority ranking in Major Programme II, as it transpired at the last session of the working group, this was not only a surprise for Africa, but for many developing countries. As a group, through our priority ranking Africa sought to achieve two objectives: namely good policies and strengthened national capacities. Unfortunately none of our four priorities made it to the higher category. We trust that, as Africa and other developing countries, we are not asking for too much when we appeal to other regions and groups to consider applying affirmative action in solidarity in relation to the whole priorities within the Natural Sciences Major Programme. In conclusion, Madam Chair, the Namibian delegation has every confidence that this special session of the Executive Board will rise to the task of the prioritization to enable the Director-General to prepare a solid restructuring plan which will allow UNESCO to maintain its core mandate and its visibility at the global level. I thank you.

24. **Mr Kiso** (Japan) *in extenso*:

Thank you, Madam Chair. First of all, my delegation would like to express its appreciation to the two co-Chairs of the working group and the Secretariat for their sincere and dedicated work on the priority setting. The draft report seems an appropriate and well-balanced plan, showing the clear priority in each sector and, at the same time, giving the Director-General a free hand to some extent. We basically support the result of this report. However, please allow me to mention several points. First, as we have mentioned repeatedly, next year 2014 is the final important year of the United Nations Decade of Education for Sustainable Development (ESD – 2001-2014). Furthermore, the Rio+20 conference last year resolved to promote ESD actively beyond the Decade. While UNESCO is elaborating the new framework for the post-Decade period, our delegation would like the Director-General to allocate as much of the budget as possible for ESD taking its importance into full consideration. Secondly, we would like to ask the Director-General and the Secretariat to keep in mind the importance of those programmes, unfortunately ranked lower but strategically important, such as programme relating to small island developing States (SIDS) or programmes relating to capacity-building in the Science Sector and programmes relating to press freedom. Thank you so much.

25. **Mr Lee** (Republic of Korea) *in extenso*:

Thank you, Madam Chair, at the outset my delegation wishes to express its sincere thanks to the working group and its distinguished co-Chairs. They have really successfully tackled the daunting task of prioritization. Taking this opportunity, I would like to bring your attention to the 27th session of the UNESCO Intergovernmental Oceanographic Commission (IOC) Assembly that is now taking place in Room II. During nearly two weeks the Assembly examined and discussed the agenda including the IOC mid-term strategy for 2014-2021 and IOC programme and budget for 2014-2017. Its conclusion is very clear. It says that UNESCO needs to maintain the substantial level of the regular budget of IOC, at least more than \$10.4 million for the next biennium. I would like to reiterate the significant role of IOC for oceanography within the United Nations system as well as its functional autonomy in relation to UNESCO. The high priority of the IOC's expected results by the working group has already reflected its visibility and relevance to the core mission of UNESCO for peace and sustainable development especially in the field of the sciences. Having said that, at this critical juncture my delegation wishes that the Executive Board would be mindful of the discussions and decisions being made by the IOC Assembly and would like to invite the Director-General and the Secretariat to come up with follow-up measures to help IOC keep its core services are not to lose its recent achievements. In addition, my delegation agrees with the comments expressed by the delegation of Denmark regarding the issue of freedom of expression, press freedom and the safety of journalists. Even though UNESCO plays a unique role within the United Nations system in promoting the freedom of expression, press freedom and journalists' safety, the ranking of the expected results relating to those issues is relatively low. We know that these are the budget priorities but, regardless of our intention, it can be misinterpreted as UNESCO not caring much about the Organization's core functions that can be only carried out by UNESCO. Thank you.

26. **M. Grexa** (Slovaquie) *in extenso* :

La Slovaquie était membre du groupe de travail sur les priorités. Nous sommes donc, en quelque sorte, coresponsables du résultat auquel il est parvenu. Je ne dirais pas que je sois particulièrement fier de ce résultat. Mais l'on travaille toujours dans les limites du possible et, dans les limites du possible, ce résultat n'est pas mauvais. L'on peut reprocher deux choses au groupe de travail : d'abord, que ce résultat a été obtenu par un vote et non par consensus. D'aucuns argueront qu'ils s'agit d'un vote démocratique mais, lorsque 18 délégations votent pour toutes les autres au cours d'une pause déjeuner, cela donne un exemple assez spécifique de démocratie. Pour nous, la liste des priorités revêt donc un caractère technique et budgétaire et non pas nécessairement un caractère politique. Quant à la notion de « priorités faibles », à mon avis, c'est un non-sens terminologique. N'affichons pas trop cette expression – nous sommes tout de même une Organisation intellectuelle ! Le deuxième reproche que l'on peut adresser au groupe de travail est qu'il a négligé de prendre en compte les résultats des consultations régionales qui ont eu lieu l'année dernière. Ces consultations régionales étaient un exercice beaucoup plus large et approfondi que le vote au sein du groupe de travail. Dans ce contexte, je voudrais rappeler que les consultations de la région Europe et Amérique du Nord tenues à Bratislava en septembre 2012 ont placé particulièrement haut la liberté d'expression et, notamment, la liberté de la presse. À cet égard, je soutiens les observations du Danemark : la liberté d'expression est une liberté fondamentale et, en ce sens, elle doit être un objectif en soi. Mais, à l'UNESCO, c'est aussi un outil, un instrument. Si la liberté de dire et d'écrire n'est pas assurée, comment peut-on promouvoir les sciences ? Si la liberté de dire et d'écrire n'est pas garantie, comment peut-on développer la diversité culturelle et la culture ? Que serait l'éducation sans la liberté d'expression ? C'est pourquoi cette liberté est à notre sens absolument essentielle, et nous avons accepté le fruit des discussions uniquement pour des raisons techniques et budgétaires. En effet, chercher à véhiculer à travers elle un message politique minimisant son importance serait ô combien dangereux pour l'UNESCO, Madame la Présidente. Je vous remercie.

27. **M. Sita-N'Sadisi** (Angola) *in extenso* :

Madame la Présidente, je voudrais, à mon tour, joindre ma voix à celle des délégations qui m'ont précédé en privilégiant la voie du consensus dans les propositions de priorités programmatiques présentées. Nous aimerions aussi saluer ici le travail dévoué accompli par nos chers collègues, Messieurs Adoua et Sudders, coprésidents du groupe de travail. L'Angola souscrit aux options et solutions de consensus visant à une répartition équitable des activités de coordination et de programme, des allocations budgétaires et des ressources humaines. Nous souhaiterions attirer l'attention sur la nécessité du développement d'une meilleure compréhension de la priorité Afrique, de l'égalité entre les sexes et des enjeux de l'encadrement et de l'autonomisation de la jeunesse africaine. Nous nous devons donc d'approfondir la bonne compréhension des actions prioritaires proposées et de garantir de bonnes bases d'évaluation de leur impact sur le terrain. Madame la Présidente, nous tenons, dans le cadre des nouvelles orientations programmatiques, à encourager ici vivement l'établissement de mécanismes de concertation permanente entre l'UNESCO et la Commission de l'Union africaine pour le suivi de la mise en œuvre des programmes phares adoptés dans le cadre

de la priorité Afrique. Face à la situation de crise budgétaire susceptible de durer encore un certain temps, nous considérons très pertinente la recommandation relative à la création d'un fonds de mise en œuvre du programme sur la base de crédits additionnels, en remplacement du Fonds d'urgence. C'est, du reste, dans cet esprit que le Gouvernement angolais a participé aux efforts d'organisation du Forum panafricain « Sources et ressources pour une culture de la paix » à Luanda en mars dernier. Le plan d'action adopté par ce forum mérite d'être inséré dans la Stratégie à moyen terme. C'est aussi dans cet esprit que le Gouvernement angolais a ordonné le versement du fonds spécial annoncé par la Directrice générale pour soutenir les activités de l'Organisation dans le cadre du programme d'utilisation pédagogique de l'Histoire générale de l'Afrique. Je vous remercie.

٢٨ السيد عمرو (مصر)

نائب الرئيسة عن مجموعة الدول العربية) النص الكامل :

السيدة رئيسة المجلس، السيدة المديرية العامة، باسم المجموعة العربية، أود في البداية أن أتوجه بالشكر والتقدير للجهود التي بذلها رئيسة مجموعة العمل، ولما توصلنا إليه من توافق في سابقة من نوعها داخل هذه المنظمة لتحديد أولويات عملها في الفترة السابقة. لقد شاركنا في مجموعة العمل لتحديد أولويات اليونسكو لتحقيق أهدافها في الأنشطة التي تضطلع بها في المجالات المختلفة. السيدات والسادة، إن تحديد أولويات اليونسكو بمشاركة المجموعات الانتخابية سيدعم قدرات جميع البلدان وسيساهم في صياغة سياسات المنظمة ويعزز التطبيقات الملائمة لأغراض التنمية المستدامة وفهم رسالة اليونسكو ودورها على المستوى الدولي. ننتهز هذه الفرصة لنطلب من السيدة المديرية العامة ضرورة تعزيز السياسات الثقافية والحوار بين الثقافات وبين الأديان والتفاهم واحترام خصوصيات جميع الثقافات وزيادة العناية بالتنوع الثقافي والتراث المادي وغير المادي. أيضاً نطلب دعم برامج استخدام تكنولوجيا المعلومات والاتصال في مجالات التربية والعلوم والثقافة، وأخيراً أن تعنتي اليونسكو ببرامج الطاقة المتجددة والبدلية وتكنولوجيا ممارسة كفاءة الطاقة كأداة أساسية للتنمية ومواجهة تحديات تخفيف آثار تغير المناخ والتكيف معه، وأن يتم ربط ذلك ببرامج اليونسكو، وخاصة برامج التربية. السيدة المديرية العامة، إن ما توصلت إليه مجموعة العمل التي شاركنا فيها يجب أن يُستتبع معه رد المبالغ التي ثقلت من قطاع الاتصالات والمعلومات إلى قطاع التربية وأن يتم تصحيح ميزانية المنظمة على أساس ذلك. أيضاً يجب ألا يفسر تحديد هذه الأولويات بأنه موافقة للاستغناء عن العاملين والموظفين بالمنظمة، خاصة إلى ما انتهينا إليه من برامج تم تصنيفها بأنها ذات أولوية متوسطة ومتدنية وأن إصلاح هيكل المنظمة يجب أن ينطلق من فكرة البقاء للأصلح على كافة القطاعات وأياً كانت أولوية هذه البرامج، حتى البرامج ذات الأولوية العليا. نرجو أيضاً من السكرتارية أن تستفيد من الخبرات الموجودة لدى الموظفين وألا يتم التضحية بما تم الاستثمار فيهم، سواء من الناحية المالية أو الوظيفية، وأن يتم مراعاة إعادة التوزيع الجغرافي العادل عند النظر في هيكل الموظفين بحيث ألا يزيد من الهوة التي نلاحظها الآن ويأتي على حساب الموظفين الذين ينتمون إلى مناطق جغرافية معينة، خاصة العربية والأفريقية. إننا على ثقة بأن عملنا في المستقبل سيصب في مصلحة اليونسكو وعلى استعداد للتعاون مع السكرتارية في كل المجالات. شكراً.

(28) **M. Amr** (Égypte) (Vice-Président pour le groupe des États arabes) *in extenso* (traduit de l'arabe) :

Madame la Présidente du Conseil exécutif, Madame la Directrice générale, au nom du groupe arabe, je voudrais tout d'abord remercier les coprésidents du groupe de travail pour leurs efforts et me féliciter du consensus auquel nous sommes parvenus - grande première au sein de l'UNESCO - en ce qui concerne les priorités de l'Organisation durant la période qui vient de s'écouler. Nous avons

pris part au groupe de travail pour arrêter les priorités de l'UNESCO en vue de la réalisation des objectifs de ses activités dans les différents domaines. Mesdames et messieurs, l'établissement des priorités de l'UNESCO, avec la participation des groupes électoraux, aidera à développer les capacités de tous les États, contribuera à l'élaboration des politiques de l'Organisation, et renforcera les applications adaptées aux objectifs de développement durable, ainsi que la compréhension du message de l'UNESCO et le rôle de cette dernière à l'échelle internationale. Nous saisissons cette occasion pour attirer l'attention de la Directrice générale sur la nécessité, d'une part, de consolider les politiques culturelles, le dialogue interculturel et interreligieux, la compréhension, et le respect des spécificités des différentes cultures et, d'autre part, d'accorder une plus grande attention à la diversité culturelle ainsi qu'au patrimoine matériel et immatériel. Nous demandons à l'UNESCO d'appuyer les programmes prônant l'utilisation des technologies de l'information et de la communication dans les domaines de l'éducation, des sciences et de la culture, mais aussi de promouvoir les programmes axés sur les énergies renouvelables et alternatives ainsi que sur l'efficacité énergétique en tant qu'outil essentiel du développement et moyen de faire face aux défis posés par l'atténuation des effets du changement climatique et l'adaptation à ces derniers. Ces programmes doivent être liés à ceux de l'UNESCO, notamment les programmes éducatifs. Madame la Directrice générale, les résultats des travaux du groupe de travail auquel nous avons participé doivent conduire à la restitution des sommes transférées du Secteur de la communication et de l'information vers le Secteur de l'éducation, et le budget de l'Organisation doit être revu en conséquence. Par ailleurs, l'établissement de priorités ne doit pas être interprété comme un feu vert pour se séparer d'employés et de fonctionnaires de l'Organisation, surtout pour ce qui est des programmes que nous avons classés comme ayant une priorité moyenne ou faible. Il faut également que la restructuration de l'Organisation repose sur le principe de la survie du plus apte, et ce dans tous les secteurs et quelle que soit la priorité accordée à tel ou tel programme, y compris pour les programmes qui se sont vu attribuer une priorité élevée. Nous souhaitons en outre que le Secrétariat tire parti de l'expérience des fonctionnaires, ne sacrifie pas les investissements réalisés sur les plans financier et des emplois, et garantisse une répartition géographique équitable lors de la restructuration des effectifs afin de ne pas élargir le fossé qui existe actuellement et qui nuit aux fonctionnaires issus de certaines zones géographiques, notamment l'Afrique et les États arabes. Nous sommes confiants que notre action future servira les intérêts de l'UNESCO et sommes disposés à coopérer avec le Secrétariat dans tous les domaines. Merci.

29. **Ms Edmund** (United Kingdom) *in extenso*:

In addition to all the other thanks that have been made I would also like to give my thanks briefly to Cuba, because I remember in the last Executive Board it was Cuba who posed this challenge to us that we really had a responsibility as Member States to be talking to each other and reaching a decision, and so I would like to thank them for posing this challenge to us, which really unrolled this process for us. I would recognize that there are a lot of delegations who have concerns about the results and



some of the priorities. I think we share some of these concerns. We are, however, very clear that this is not about political priorities – this is about funding and where we allocate funding. There are indeed some high political priorities for us, which have not appeared so high in this outcome. Some of them are high political priorities and exactly because they are important to many countries, they have been able to attract extrabudgetary resources and perhaps therefore do not necessarily have to be high funding priorities. We also recognise that whenever we ask to increase the priority of one particular expected result, whether we mean to or not we are in effect decreasing the priority which is given to other expected results. So we do have to be very careful in seeking to reopen the debate and ask for everything to be increased in priority. We worked hard in the working group to reach this consensus and I was very grateful to my colleagues for their cooperation in reaching it. I also note the important point made by the Russian delegation about the flexibility that has been given to the Director-General. I hope she will be able to use this flexibility to make sure that those expected results, which are important to a large number of delegations, can be given the appropriate and necessary levels of funding. And for us of course journalistic safety and the competences in communication and information around safeguarding journalists and freedom of expression are important to a whole range of countries. Finally, I would like to signal briefly that it is important to give the Director-General the possibility to be able to go to zero funding where necessary and that on staffing we have to recognise that we do not want to make staffing cuts, but if we do not have the resources to pay for the staff, some of those will be inevitable and we need to be ready to support the Director-General through this difficult process. Thank you.

30. **Mr Budjaku** (the former Yugoslav Republic of Macedonia) *in extenso*:  
Madam Chair, Madam Director-General, President of the General Conference, dear colleagues, ladies and gentlemen, I feel in this particular situation that I have to thank the Chairs of the two commissions for the excellent work. I was very glad to participate at least in the second part of the working group and I am very satisfied with the consensus achieved on that occasion, which was for me a very great success in this difficult financial period of the Organization. I am very much satisfied as well by the decision and the proposed draft decision about the way out of this situation and the future of UNESCO. I salute also the courage of the Director-General and her willingness to pursue the reforms in this particular period of time, and also would like to emphasise the importance of certain points that were discussed in the working group, but because of the very transparent processes of arranging the priorities, unfortunately freedom of expression did not take the place that it deserves in the priorities of the Organization. Nevertheless on the next occasion, when I hope this period of financial difficulties will be overcome, I think that freedom of expression must remain a high priority of UNESCO, without politicizing it, because without freedom of expression no action and no programme and no ideas can be advanced and achieved if there is no freedom of expression, which means the way for people who are not engaged in politics in any institution to support and to have their say in the development of society. Thank you very much for your attention.

31. **El Sr. Escanero Figueroa** (México) *in extenso* :  
Gracias Sra. Presidenta. La falta de pago de una considerable suma de las contribuciones asignadas a los

Miembros de nuestra Organización, hoy nos sitúa en una encrucijada grave y seria, que amenaza con un impacto sumamente negativo en nuestra capacidad de implementar los importantes programas sustantivos inscritos en cada uno de los cinco grandes programas de la UNESCO: educación, ciencias naturales y exactas, ciencias sociales, cultura y comunicación e información. Para enfrentar este grave y difícil reto, el grupo de trabajo establecido en virtud de la Decisión 191 EX/15 Parte II, trabajó de manera en extremo transparente y participativa, en un marco de amplia consulta dentro de los grupos regionales y entre los grupos regionales, entre miembros del Consejo Ejecutivo y la membresía de la UNESCO en su conjunto. Así se logró un texto de consenso, fue un proceso complejo, conducido con gran capacidad y equilibrio por los copresidentes y cada uno de los miembros de la UNESCO ha participado con la más alta responsabilidad con nuestra Organización y con una sola prioridad la, UNESCO. Debemos tener muy claro que todos y cada uno de los programas de nuestra Organización son importantes y que no merecen ser reducidos, sino fortalecidos con mayor ambición y proyección. Nosotros suscribimos plenamente el consenso alcanzado en el grupo de trabajo con unidad. Y en ese mismo espíritu de unidad hacemos un llamado a una unidad renovada para el cumplimiento de la misión de la UNESCO y los objetivos de paz y desarrollo equitativo y sustentable de nuestra Organización. Hacemos este llamado plenamente comprometidos con el futuro de la Organización y con los nobles propósitos de nuestra Organización. Trabajemos juntos, paguemos puntual e íntegramente nuestras contribuciones. Innovemos y con toda nuestra mejor voluntad y capacidad saquemos adelante a la UNESCO y protejamos su noble misión. Gracias.

(31) **M. Escanero Figueroa** (Mexique)  
*in extenso* :

Merci Madame la Présidente. Le défaut de paiement d'un montant important des contributions mises en recouvrement auprès des États membres de notre Organisation nous place aujourd'hui dans une situation critique, qui risque d'entraver considérablement notre capacité à mettre en œuvre les programmes de fond inscrits dans chacun des cinq grands programmes de l'UNESCO : l'éducation, les sciences exactes et naturelles, la culture et la communication et l'information. Afin de relever ce défi important et délicat, le groupe de travail créé en vertu de la décision 191 EX/15 Partie II a travaillé de manière extrêmement transparente et participative, dans le cadre de vastes consultations au sein des groupes régionaux et entre ces derniers, et entre les membres du Conseil exécutif et l'ensemble des membres de l'UNESCO. Nous sommes ainsi parvenus à un texte consensuel à l'issue d'un processus complexe, conduit avec beaucoup d'énergie et de justesse par les coprésidents, auquel chacun des membres de l'Organisation a participé avec la plus grande responsabilité et avec pour seule priorité, l'UNESCO. Nous devons bien garder à l'esprit que tous les programmes de notre Organisation sont importants et qu'ils ne méritent pas d'être réduits mais renforcés avec davantage d'ambition. Nous appuyons pleinement le consensus obtenu par le groupe de travail et dans ce même esprit, nous appelons à une nouvelle unité pour la réalisation de la mission de l'UNESCO et des objectifs de paix et de développement équitable et durable de notre Organisation. Nous lançons cet appel, très sensibles à

l'avenir de l'Organisation et pleinement convaincus de ses nobles intentions. Nous travaillons ensemble, nous payons ponctuellement et intégralement nos contributions, nous innovons avec toute notre meilleure volonté et nos capacités, pour faire avancer l'UNESCO et protéger sa noble mission. Je vous remercie.

32. **M. Poncet** (France) *in extenso* :

Nous souhaitons tout d'abord nous associer à toutes les remarques de Monsieur l'Ambassadeur de Slovaquie relatives à la méthodologie du groupe de travail. Pour le reste, la délégation française voudrait intervenir – ce ne sera pas une surprise – sur les droits de l'homme et leur articulation indispensable avec les activités de l'UNESCO. À cet égard, je vous surprendrai peut-être, mais la liste des priorités établie par le groupe de travail est une très bonne nouvelle. Les droits de l'homme y ont en effet été plébiscités. Pour vous en convaincre, il me faut faire parler le regretté Stéphane Hessel, voix autorisée s'il en fut. Peu avant sa disparition, il avait reçu le Service de presse de l'UNESCO, qui lui avait posé la question suivante : « *Les États membres de l'UNESCO vont définir [...] les priorités de l'Organisation pour les huit années à venir. Quelle serait votre recommandation [...] dans le domaine des droits humains ?* ». Il avait répondu ceci : « *La paix dans l'esprit des hommes [est un objectif qui] est très[,] très loin d'être acquis, [même si,] par l'éducation[,] des progrès considérables ont été [...] obtenus, mais pas [...] suffisamment. Il y a encore trop d'enfants non scolarisés [et un rapport inéquitable] entre filles et garçons[. Cela] mérite [encore] un effort considérable. Je dirais que, dans les huit [prochaines] années, les droits de l'homme seront promus par l'UNESCO dans la mesure où, dans tous les États membres, l'éducation fera le progrès nécessaire* ». Or, s'il est un point sur lequel notre groupe de travail est parvenu à un consensus indiscutable, c'est bien sur la première priorité accordée à l'éducation. Bien sûr, l'on peut légitimement avoir une autre lecture des priorités établies par le Groupe au regard des droits humains et des libertés fondamentales. Je n'insisterai pas sur la liberté d'expression et la protection des journalistes, mandat unique de l'UNESCO au sein des Nations Unies, malencontreusement classées en priorité basse. Il nous semble qu'à défaut d'une promotion au statut de priorité au moins moyenne, les mécanismes et les principes éclairant de façon explicite le projet de décision permettront, là comme ailleurs, à la Direction générale de procéder à des réajustements utiles, nécessaires et légitimes. Le groupe de travail a livré un matériau brut. Il vous appartiendra, Madame la Directrice générale, de l'affiner avec sagesse et discernement. Nous vous faisons toute confiance à cet égard sans, naturellement, abdiquer notre vigilance à venir. Je vous remercie.

33. **M. Bekale** (Gabon) *in extenso* :

La délégation gabonaise se félicite de la tenue de cette cinquième session extraordinaire de notre Conseil exécutif. Nous nous félicitons également de l'approche méthodologique qui a présidé au déroulement des réunions préparatoires organisées les 23 et 24 mai, puis les 13 et 14 juin 2013. À la suite de ces travaux, une décision établissant des priorités programmatiques par secteur a été adoptée de manière consensuelle. À cet égard, nous nous félicitons du consensus de l'ensemble des groupes électoraux quant à la priorité accordée à l'éducation. Madame la Directrice générale, le Gabon, tout comme l'ensemble des pays africains membres du Conseil exécutif, regrette de constater que, dans le domaine des sciences exactes et naturelles, le résultat

escompté n° 4 relatif au renforcement des capacités de l'enseignement et à l'utilisation des TIC en science continue d'être une priorité faible au regard du rapport du groupe de travail. La préoccupation du continent africain dans ces domaines n'a donc pas été prise en compte, avec les conséquences qui en découlent en termes d'activités déjà engagées sur le continent mais aussi et surtout en termes de ressources, expertises et avantages comparatifs retenus par l'UNESCO et dont la Maison pourra perdre la mémoire. Nous souhaitons rappeler à votre haute attention, Madame la Directrice générale, vos déclarations tenues sur votre site Web au cours de votre campagne électorale – nous vous citons : « Ma conviction est que la science doit être une vraie priorité. L'UNESCO devrait devenir le leader et mobiliser les gouvernements, les institutions spécialisées et la communauté scientifique dans le domaine de la science, de l'innovation et des nouvelles technologies, y compris des technologies vertes, avec le mot d'ordre "*La science et la technologie au service de l'humanité*" ». Notre Organisation intergouvernementale a vocation universelle dans ses domaines de compétence. Elle a donc la lourde responsabilité de permettre la diffusion du savoir dans le domaine des sciences et technologies sur tous les continents de la planète sans exclusive afin de réconcilier l'homme avec son environnement et de conduire l'humanité vers une paix durable. De ce fait, nous invitons à nouveau Madame la Directrice générale à mettre un accent particulier sur les priorités globales de l'UNESCO dans toutes ses activités de programme, quel que soit le rang attribué à tel ou tel résultat escompté. Nous vous remercions.

34. **Ms Tsegam** (Ghana) *in extenso*:

Thank you. Madam Chairperson of the Executive Board, Madam President of the General Conference, Madam Director-General, distinguished representatives, Excellencies, ladies and gentlemen, the Ghana delegation congratulates the Director-General for having responded proactively to the Organization's financial difficulties through the adoption of the appropriate measures at the appropriate time. Our Organization is, however, still faced with a complex financial situation which will require close collaboration between the Secretariat and Member States to ensure the survival, continued relevance and credibility of UNESCO. The working group has produced a document that is worthy of commendation and I thank Ambassador Adoua and Sudders for the good work done. It is important to note that in a spirit of consensus building, Member States and the Secretariat have been able to cooperate meaningfully to further the cause of our Organization in these difficult times. Madam Chairperson, this has to be the nature of the way we conduct the business of our Organization in future. It behoves Member States to look for issues that unite us and build on our strengths with a view to achieving a certain critical mass to confront and overcome what divides us. My delegation welcomes the sectoral priority rankings for the five major programmes as recommended by the working group. It is, however, necessary that in considering this document, the Executive Board keeps an open mind and makes it possible for future improvements to be made to the ranking of the various major programmes as consultations continue and new ideas emerge between this special session and the Board in its 192nd session. The Ghana delegation wishes to reiterate its commitment to UNESCO, its major programmes and its global priorities of Africa and gender equality. The importance of the work that this Organization does throughout the world in education, culture, science and communication and

information, cannot be overstated. Ghana would therefore continue to support UNESCO in any way it can to accomplish its mandate. It is in this light that Ghana is pleased to welcome the Director-General as she pays an official visit in a few days from now. During the visit, the proposal made by the Minister for Education of Ghana to the Director-General during the 191st session of the Executive Board for UNESCO to consider an original approach to the design of programmes and projects will be discussed more closely. Madam Chairperson, Excellencies, ladies and gentlemen, I thank you for your kind attention.

35. **Ms Haddad** (Grenada) *in extenso*:

Thank you, Madam Chairperson. My delegation would like to commend the two co-Chairs for the work achieved by the working group. My delegation would like to reiterate the importance that Grenada attaches to the efficient implementation of the five major programmes of UNESCO while recognizing the need to set priorities due to the financial situation. While we agree with the ranking of priorities of Major Programmes Education and Culture and we accept the consensus, nevertheless we regret that human rights-based approach and ethical issues are ranked as low in the Social and Human Sciences Programmes and we hope that UNESCO will succeed in maintaining a good level of activities for these programmes as they are part of its core and unique mandate. With regard to the expected results of Natural Sciences we strongly support the working group's recommendation to merge expected results 1, 2 and 3, to enable the Organization to address the specific needs of SIDS that are a priority group in UNESCO. My delegation would like also to reiterate the importance of the IOC programmes for all Member States and for SIDS in particular as they play a vital role in saving lives and contributing to our health and safety. We thus strongly support the working group's recommendation to give one budget envelope for IOC. The IOC Assembly meeting currently has considered attentively the Draft Programme and Budget for 2014-2015 as underlined by the distinguished representative of the Republic of Korea. When preparing the IOC budget allocation we request that the decision adopted yesterday by the general assembly concerning the budget be duly taken into consideration. Concerning communication and information, we recall that the 191 EX/Decision 15 of the Executive Board has decided to reassign to Major Programme V: the Memory of the World Programme; ICTs in education, science and culture; Open Educational Resources; and Global Open Access Programme. Consequently the working group has underlined during its discussions that the funds allocated to these programmes should be duly added to the Communication and Information Sector budget allocation. As the budget proposal will be discussed during the General Conference we would like to have confirmation that these programmes will be discussed within the Communication and Information Commission. Thank you, Madam Chair.

36. **Mr Hamadziripi** (Zimbabwe) *in extenso*:

Thank you, Madam Chairperson. My delegation appreciates the work carried out by the working group and commends its members for the report (document 5 X/EX/2). Concerning the Organization's global priorities, we note that in paragraph 2 we have elevated our commitment to the two global priorities to the same level as accorded to the Constitution. These lofty expressions do not, however, seem adequately reflected in concrete terms when we ask the Director-General, later in the document, "to accord the necessary emphasis to

UNESCO Global Priorities in all its programmatic activities". It is our expectation that this emphasis will be expressed in financial and human resource terms, otherwise our political commitment amounts to mere words. We would be grateful also to receive some information as to the basis of the proposed allocation of resources for the two global priorities in paragraph 6 (g). If I am asking a question that has since been addressed in the working group, I seek your indulgence in advance. I wish also to recall that in the introduction to the Draft Medium-term Strategy, 2014-2021 (37 C/4 Draft) the Director-General wrote, "I am determined that interdisciplinary action is the guiding principle for the activities defined throughout the draft C/4 and C/5 documents". We the Member States have on numerous occasions spoken against creating silos in UNESCO. In fact at the 36th session of the General Conference, we took a landmark decision on intersectoral platforms in order "to enhance the quality, coherence and relevance of UNESCO's programme design and delivery". We have since abandoned these interdisciplinary platforms even before we have evaluated them since that decision. If ever an interdisciplinary approach and intersectoral approach were needed, now seems to be the time. As an example, we note that under Major Programme II, science, technology and innovation (STI) policies are designated an upper-medium priority. While under Major Programme III, ethical and social implications of cutting-edge science are given low priority. Another example is the proposal in paragraph 6 (e) of the document before us where we contemplate measures and splitting expected results in order to achieve a critical mass or realize efficiency gains. We also wonder how the intentions of paragraph 6 (c) would be achieved given that some major programmes (I and II) have more expected results that have been accorded higher priority rankings than in other major programmes. Thank you Madam Chairperson.

37. **Mr Mathooko** (Kenya) *in extenso*:

Thank you, Madam Chair. Kenya congratulates the co-Chairs of the working group for tirelessly working to come up with the report before us. It is gratifying to note that indeed in it are very fundamental proposals concerning UNESCO's prioritization of our activities and resources. Over the past years the visibility of UNESCO in the field has been low, particularly in Africa. UNESCO has to focus on impact-oriented activities in Africa, activities based on capacity-building and policy advice should be prioritized as source of high outcome. This should be in line with UNESCO's focus on global priorities Africa and gender equality. In fact these are already priorities of priorities. While we recognize the difficulties that UNESCO is going through, the pursuit of the two priorities should not be demoted in any way and should rather be upgraded and strengthened. In addition, Kenya supports the key principles that guided the ranking made by the Africa group during the meetings of the working group. These include the outcome of the regional consultations on documents 37 C/4 and C/5 held in Cote d'Ivoire, the need for cooperation with regard to capacity building and the need for UNESCO to assist Member States in policy advice. Kenya also believes that cost savings should not be an objective in itself. Activity feasibility and an impact-oriented UNESCO with the relevant expertise is capital. When preliminary results of the working group on UNESCO's priorities were first released, the Africa group, including Kenya expressed its concern on the impact of the ranking with regard to programme implementation in Africa. The priorities as identified by Africa in the Natural Sciences were all at the bottom of the list. We request the

Secretariat to kindly provide clarifications on the request made by the Africa group on expected result 4 in the revised table. Thank you.

38. **M. Serra** (Italie) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Directrice générale, chers collègues, l'Italie souhaiterait avant tout remercier les membres du groupe de travail sur les priorités, ainsi que les coprésidents du Groupe, les ambassadeurs Adoua et Sudders, pour l'excellent travail qu'ils ont accompli avec un réalisme nécessaire et appréciable pour faire face à un éventuel déficit de trésorerie de l'UNESCO au cours du prochain exercice biennal. Le choix d'un financement modulé en fonction de l'importance accordée à chacun des résultats escomptés a permis de préserver la viabilité de la plupart des activités de l'Organisation, notamment dans les domaines où celle-ci dispose d'un avantage compétitif. Il a été judicieux également d'établir une marge de manœuvre dans l'allocation des fonds aux grands programmes, de manière à laisser à la Directrice générale la liberté nécessaire dans la conduite de la réforme. En ce qui concerne le classement des allocations budgétaires, nous aurions préféré un classement numérique parce qu'en effet, ainsi que l'a constaté l'éminent collègue de Slovaquie, l'expression « *priorité faible* » (*low priority*) est quelque peu malencontreuse, nous semble-t-il. Mais nous nous inclinons devant le choix de cette formulation. En ce qui concerne plus particulièrement le grand programme IV, l'Italie souhaiterait mettre l'accent sur la proposition du groupe de travail relative à une approche globale des six conventions culturelles. Elles constituent un fleuron de notre activité et il nous semblerait difficile d'établir des hiérarchies entre elles. S'agissant du grand programme III, nous sommes satisfaits de la priorité élevée accordée aux défis en matière de sécurité de l'eau et à la réduction des risques liés aux océans. Les orientations stratégiques que ce Conseil vient de définir devront permettre à la Directrice générale de préparer un nouveau plan de réformes, que nous attendons avec impatience. Au-delà des difficultés à court ou à moyen terme, nous sommes prêts à suivre la Directrice générale dans cette voie empruntée au principe de réalisme et d'équilibre et sommes certains que le mandat humaniste de l'Organisation ne sera que renforcé par cet effort ultérieur. Merci, Madame la Présidente. *Thank you.*

39. **Ms Sudarma** (Indonesie) *in extenso*:

Thank you, Madam Chairperson, Excellencies, ladies and gentlemen. *As-salāmu 'alaikum wa-rahmatu llāhi wa-barakātuh* (Peace and the mercy and blessings of God be upon you). Indonesia is of the view that this special session of the Executive Board is important in many ways. We are gathered here not merely to set UNESCO's priorities for the next biennium but also to pave the way for this organization's path beyond 2015. It is also the path towards reform to ensure UNESCO leads the global agenda and sets standards in the fields of education, the sciences, culture, communication and information. As others who have spoken before me, my delegation expresses high appreciation to the working group on priorities co-Chaired by Ambassador Adoua and Ambassador Sudders for their hard work, often exceeding office hours, in deliberating their recommendations on the order of ranking for sector and global priorities, including budget scenarios. Lessons learned from the implementation of the previous C/5 under severe financial constraints requires us to sharpen focus on UNESCO's five major programmes, two global priorities (Africa and gender equality), and statutory obligations. Furthermore, in order to enhance its visibility, UNESCO needs to exert

its leading role in providing policy advice tailored towards addressing the needs of Member States as well as in areas where it has comparative advantage in the United Nations system. Parallel to this effort, we also need to take bold steps to evaluate the performance of all programmes, strengthen them to better address current development, and place sunset clauses on new ones when deemed necessary. Indonesia as other Southeast Asian nations strongly supports scenario 1B based on sectoral priority ranking which will ensure funding allocation by priority groupings. This order of priority and budget scenario will provide a strong basis for the Director-General and the Secretariat to further work on a budget and restructuring plan to be presented to the next Board. While many might see this issue as merely financial in nature, it is actually more about our commitment to the values enshrined in UNESCO's Constitution and its noble mission. We must therefore give our utmost to ensure the strategic direction and priority will strengthen the Organization's ability to address the challenges of the post-2015 agenda. I thank you.

40. **Mr Oberoi** (Indie) *in extenso*:

Thank you, Madam Chair. I would like to join the considerable chorus that has expressed appreciation for the work of the Chairs, the Secretariat and the Member States that participated in what was clearly a very useful exercise – one that should have been carried out a very long time ago and that might have saved some of the repetitive discussions of earlier Executive Boards. Madam Chair, I would like to emphasize that this is a technical and budgetary discussion, not a substitute for a larger discussion on what UNESCO should or should not do. This is a discussion occasioned by resources, or the lack of them, and should be treated as such. The fact that something is lower priority does not mean that it is not going to be acted upon or that it should not be acted upon. But it may well be something that UNESCO could do especially if we try to restore what I believe is important, the essentially cerebral character of UNESCO's work. I would like to thank the distinguished delegate of Cuba for reminding us that it is the process that is important, where Member States are setting priorities and, in hopefully lessening the burden on the Executive Board, that we would now leave the Director-General free to work on these priorities and come back to us with something that could be taken through the Executive Board. I think the process is extremely important and this is what we should have thought about even earlier. This will pave the way for less and less micromanagement, which is something we should just not be getting into. From India's point of view, there are clearly programmes that are more important – we would of course have liked all of our priorities to have been reflected in the manner that we would have wanted, but that is not the way that consensus operates and that is not the way that we should do it. Our priorities lie in the World Heritage Convention, the 1970 and 2003 Conventions, education, EFA and, of course, IOC. We would like to see more clarity in the resolution that details the fact that IOC itself should be left free through its general assembly to determine the way that it functions. I am delighted with the discussion of the freedom of expression, because that is also the expression of freedom. In the expanding dimensions that we have today of Internet, the fact that we should aspire that UNESCO should be part of the discourse on freedom from surveillance, protecting the dignity of privacy, these are all areas that we need to be working in, not just the programmes and small activities that we have been doing. Having said that, I look forward

to the afternoon and a shortened discussion on the decision, since I believe that we have all said what we wanted to say.

41. **El Sr. Rodríguez Cuadros** (Perú) *in extenso*:  
Muchas gracias Sra. Presidenta. La Delegación del Perú quisiera felicitar a todos los miembros del Consejo Ejecutivo por la decisión que adoptaron de crear el grupo de trabajo encargado de establecer la lista de prioridades en función de las disponibilidades presupuestarias. Y esto lo hago porque creo que esa ha sido una decisión fundamental. Tras la nebulosa y las sombrías perspectivas que teníamos al finalizar la última reunión del Consejo Ejecutivo, hoy con las recomendaciones que figuran en el proyecto de decisión del grupo de trabajo tenemos un cielo claro y creo que todos compartimos una sensación de que hemos pasado una situación que empieza a ser nueva, donde la UNESCO aparece más focalizada, con una percepción mucho más clara y definida de sus propias tareas y funciones. Y eso tiene que ver, entre otras cosas, con la metodología y a este propósito yo quiero expresar el aprecio de la Delegación del Perú a los copresidentes y al grupo de trabajo. En toda actividad de planeamiento estratégico, y los organismos internacionales como la UNESCO deben actuar con un planeamiento estratégico, hay que establecer prioridades. Y dentro de esas prioridades hay que establecer prelación. Prioridad uno, prioridad dos, prioridad tres. Creo entonces que esto no debe llamar la atención sino que debe ser un estímulo para que esta experiencia del grupo de trabajo se pueda volcar en una visión más global del trabajo de la UNESCO en su conjunto y de la Secretaría, no solo en ante los problemas financieros, sino hacia una visión de largo plazo en el futuro. Quisiera referirme brevemente a la cuestión de la libertad de expresión. Yo creo que sería muy injusto decir que el grupo de trabajo recomienda que esta no sea una prioridad. La libertad de expresión es una prioridad, pero no está en el primer orden por una situación que es racional y razonable. En primer lugar, libertad de expresión y protección de los periodistas, ámbitos con los cuales el Perú está profundamente identificado, se ve también en el Consejo de Derechos Humanos, en las actividades del Alto Comisionado, en la labor de los relatores especiales y en las estructuras regionales. Las prioridades tendrían que pertenecer a ámbitos que son más exclusivos de la actividad de la UNESCO. Por otra parte, pienso que en el proyecto de decisión deberíamos añadir una disposición final en la que se señale que, en función de las disponibilidades presupuestales, el Consejo Ejecutivo podrá revisar las prioridades establecidas en la decisión que vayamos a adoptar. Muchas gracias Sra. Presidenta.

(41) **M. Rodríguez Cuadros** (Pérou) *in extenso* :  
Merci beaucoup Madame la Présidente. La Délégation du Pérou souhaiterait féliciter tous les membres du Conseil exécutif d'avoir adopté la décision concernant la création du groupe de travail chargé d'établir la liste des priorités en fonction des disponibilités budgétaires, car je pense qu'il s'agit d'une décision essentielle. Après le brouillard et les sombres perspectives que nous avions à l'issue de la dernière réunion du Conseil exécutif, l'horizon se dégage désormais grâce aux recommandations qui figurent dans le projet de décision du groupe de travail et je pense que nous partageons tous le sentiment d'être parvenus à une situation de renouveau, où l'UNESCO semble plus ciblée, avec une vision beaucoup plus claire et précise de ses propres tâches et fonctions. Cela tient, entre autres, à la méthodologie

et à ce propos, je souhaite exprimer la gratitude de la Délégation du Pérou aux coprésidents et au groupe de travail. Dans toute activité de planification stratégique, et les organisations internationales comme l'UNESCO doivent agir selon une planification stratégique, il faut établir des priorités et au sein de ces dernières, définir d'autres priorités: priorité numéro un, priorité numéro deux, priorité numéro trois. Je crois que cela ne doit pas impressionner mais plutôt stimuler afin que cette expérience du groupe de travail puisse aboutir à une vision plus globale des travaux de l'UNESCO dans son ensemble et du Secrétariat, non seulement devant les difficultés financières mais aussi vers une vision de l'avenir à long terme. Je souhaiterais évoquer brièvement la question de la liberté d'expression. Je crois qu'il serait très injuste de dire que le groupe de travail recommande de ne pas en faire une priorité. La liberté d'expression est une priorité, mais pas une priorité majeure dans une situation logique et raisonnable. Tout d'abord, la liberté d'expression et la protection des journalistes, domaines auxquels le Pérou est profondément attaché, relèvent également du Conseil des droits de l'homme, des activités du Haut-Commissariat, du travail des rapporteurs spéciaux et des structures régionales. Les priorités devraient concerner des domaines relevant plus exclusivement du mandat de l'UNESCO. Par ailleurs, je pense que nous devrions ajouter dans le projet de décision que nous allons adopter une disposition finale indiquant que le Conseil exécutif pourra revoir les priorités établies en fonction des disponibilités budgétaires. Merci beaucoup Madame la Présidente.

42. **Ms Lacoëuilhe** (Saint Lucia) *in extenso*:

Thank you, Madam Chairperson. In an exercise like this one, whatever procedure we choose, whatever methods of work we decide to follow, it is impossible to please everybody about everything. It is an exercise in which everyone has to make sacrifices in order for it to work, and from this point of view, I believe that this is what the working group has achieved. Like everyone else, my delegation does of course have concerns. We share the concerns of Denmark and support the statements made by Ghana, Grenada and Namibia. However, if you look carefully at this draft decision, you will see that it gives the Director-General the necessary flexibility to deal with these concerns, having listened to this debate. In the decision, there is mention of a General Conference resolution that determines the global priorities and the priority groups and there is a paragraph on the flagships and leadership role of UNESCO. All of this has been introduced in the decision to allow the Director-General to deal with these issues, whatever the ranking of the expected results in our document. In the decision, the Board has defined the programme priorities and determined the critical mass in the budget necessary to keep the Organization and its programmes relevant within the United Nations system and to the Member States. It is now the prerogative and the responsibility of the Director-General to decide on how to restructure and where the economies should be made. Cuts could be made to all priorities. It is a mistake to believe that they will be only made to the low priorities. It is up to the Director-General, and this decision gives her the flexibility to merge or divide expected results as she sees fit. To imagine that we can maintain current staff costs and implement the programmes on the reduced budget envelope that we will have is total fiction, and it is time that we all understand this and give the necessary support to the Director-General to enable her to take the necessary decisions

and submit a restructuring plan to the Board at its next meeting. As she said, this is the first such exercise in the whole United Nations system. As Cuba said, it is a turning point. So please remember this when it is time for us to adopt the decision.

43. **The Chair**, pursuant to Rule 30.3 of the Rules of Procedure, invited observers to make statements of no more than three minutes.

44. **Mr Dhakal** (Deputy Permanent Delegate of Nepal) *in extenso*:

Thank you, Madam President. First of all, I also join others in expressing our appreciation to the co-Chairs who have tirelessly steered the working group and guided it towards these results. We have made progress in priority setting and identifying five major strategic areas for UNESCO's work. From my delegation's point of view, given the fact that Nepal is one of the least developed countries, the core areas of UNESCO's work are education and science. I would like to remind the Board that UNESCO has made a very significant contribution to complementing the efforts of the entire international community, including the United Nations system, to assist developing countries in general and least developed countries in particular in designing their education policies, educational institutions and education management. That is a very significant contribution by UNESCO to the achievement of the MDGs and many countries in this category have achieved their MDGs in this sector. Madame Chair, the Education for All Programme is one of the major programmes in the overall economic and social development planning of least developed countries and thanks to its implementation many countries are expected to graduate from this list. They are still expecting the technical and financial assistance of UNESCO to complete this task. Although education is considered as a high priority, there are corresponding budget allocations with a lower priority. We should really focus on the education programmes. Thank you.

45. **M. Blackburn** (Délégué permanent du Canada) *in extenso*:

Chers collègues, Madame la Directrice générale, j'avoue que lorsque nous avons amorcé ce processus pour établir nos priorités, j'étais plus ou moins confiant. Au point qu'au sein du Groupe électoral I, j'avais imaginé le scénario suivant en leur disant : « *J'ai reçu un appel de mon fils et il me dit "Puis papa, qu'est-ce que vous avez fait au sein de l'UNESCO au niveau de vos priorités ?" Et je lui répondais : "Pas de problème, Charles, on a réussi à tout garder". Et celui-ci de me dire : "Mais cela ne se peut pas, ce n'est pas sérieux, vous devez procéder à une coupe de 146 millions et vous avez tout gardé ? Vous n'avez pas été capables d'établir vos priorités ?" »* Eh bien, Madame la Directrice générale, ce scénario ne s'est pas produit et, effectivement, nous avons été en mesure d'établir nos priorités. Certes, elles ne sont pas parfaites – nous sommes des humains et nous avons des valeurs différentes – mais à présent il vous incombe, à partir des allocations budgétaires qui sont établies – de 80 à 100 % pour les priorités hautes, de 40 à 80 % pour les priorités moyennes et de 0 à 40 % pour les priorités faibles –, de corriger les éventuelles lacunes que vous constaterez eu égard aux valeurs différentes qui peuvent s'établir entre nous. Vous disposez, pour ce faire, de la marge de manœuvre et êtes dotée de la sagesse nécessaires. En outre, Madame la Directrice générale, vous avez maintenant la possibilité de suspendre des priorités faibles. Nous ne serons pas surpris si vous en arrivez là,

puisque c'était le but de l'exercice. C'est un exercice difficile, Madame la Directrice générale, puisque vos 195 enfants autour de la table ont tous des besoins différents, mais je crois que vous y parviendrez puisque nous nous sommes livrés à cet exercice avec sérieux. Je vous remercie, Madame la Directrice générale.

46. **Mr Zeldenrust** (Permanent Delegate of the Netherlands) *in extenso*:

Thank you. Let me start by saying that my delegation does not want to reopen the prioritization that was established by consensus after a difficult, long and inclusive consultation process, wisely and skilfully guided by the co-Chairs of the working group. This would damage the fragile and precious balance that we need to preserve in order to face the challenges of the next biennium. We respect this democratically obtained result, despite the fact that it is not exactly a copy of the Dutch vision of UNESCO. As clearly stated by my colleague of Saint Lucia, the goal of this exercise and any other strategic discussion on the Draft 37 C/5 cannot be to make everybody happy but to reach an agreement that everybody can more or less live with. In order to achieve this, we need to establish the right focus for UNESCO and make the right and real choices. We made a plea for scenario 1A instead of 1B but we have to accept the democratic result. Strategically speaking, we would have preferred the *EFA Global Monitoring Report* (GMR) to be ranked higher. We feel that it is a strategic instrument. We do not question the importance of capacity-building at the national level, but GMR is an indispensable instrument. How can UNESCO's position in the driver's seat of EFA and Education First be taken seriously if UNESCO threatens to unplug its GPS? The same goes for freedom of expression and the plan for security of journalists. Like many previous speakers, we believe this is one of the most important products of UNESCO and should be maintained. Finally, on a more positive note, let me say that some good governance lessons can be learned from this painful process. Finally UNESCO was able to make strategic decisions on the basis of strategic information. Only 18 Member States were able to do so together. Let us draw lessons from that.

47. **La Sra. Sol de Pool** (Delegada Permanente de El Salvador) *in extenso*:

Felicitemos cálidamente al Embajador Sudders y al Embajador Adoua por el excelente trabajo y el diálogo que desembocó en un consenso del grupo con respecto a las prioridades. Sobre el sector de Ciencias, queremos expresar nuestra seria preocupación porque el exitoso programa del MAB ha quedado con una prioridad media, cuando a nuestro parecer y al parecer de muchos otros países, debería de estar al mismo nivel que la COI y el PHI, para que se pudieran asignar más recursos. Recordemos que son 117 países que tienen 621 reservas de biosfera, aunado al desarrollo sostenible de estas áreas y en beneficio de la población de algunas de estas reservas de biosfera, porque no todas están habitadas. También queremos apoyar la intervención del distinguido Embajador de Cuba. Muchas gracias Sra. Presidenta.

(47) **Mme Sol de Pool** (Déléguée permanente du Salvador) *in extenso*  
(traduit de l'espagnol):

Nous félicitons chaleureusement messieurs les ambassadeurs Sudders et Adoua pour leur excellent travail et le dialogue qui a abouti à un consensus du groupe sur les priorités. En ce qui concerne le Secteur des sciences exactes et naturelles, nous souhaitons exprimer notre vive

inquiétude de voir que l'excellent Programme MAB est toujours considéré comme une priorité moyenne alors qu'il nous semble, ainsi qu'à beaucoup d'autres pays, qu'il devrait être placé au même niveau que la COI et le PHI afin que davantage de ressources puissent lui être accordées. Rappelons que ce sont 117 pays possédant 621 réserves de biosphère qui contribuent au développement durable de ces régions dans l'intérêt de la population de quelques-unes de ces réserves, ces dernières n'étant pas toutes habitées. Nous souhaitons également appuyer l'intervention de l'Ambassadeur de Cuba. Merci beaucoup Madame la Présidente.

48. **The Chair** thanked everyone for their extensive and very insightful comments and observations. Before closing the session, she explained how she intended to proceed during the afternoon's session. In order to facilitate the decision-making process, she requested that anyone who thought to propose amendments of any substance to the draft decision provide them in writing to either of the co-Chairs of the working group by 2.30 p.m. at the latest.

*The meeting was suspended at 1 p.m.  
and resumed at 3.10 p.m..*

#### **Draft decision in document 5 X/EX/2**

49. **The Chair** invited the Board to consider the draft decision contained in document 5 X/EX/2. The co-Chairs, Mr Adoua (Chair of the PX Commission) and Mr Sudders (Chair of the FA Commission), would introduce in turn each of the four separate sections of the draft decision.

#### **Paragraphs 1-4 du projet de décision figurant dans le document 5 X/EX/2**

50. **M. Adoua** (Congo) (Président de la Commission du programme et des relations extérieures – PX) indique que le projet de décision présenté comporte quatre parties. La première (paragraphes 1 à 4) concerne les obligations statutaires, telles que l'obligation pour les États membres de s'acquitter des contributions mises en recouvrement, sans lesquelles l'Organisation ne peut fonctionner, ou les obligations liées au fonctionnement de la Conférence générale et du Conseil exécutif. Il y est également question des priorités globales que sont l'Afrique et l'Égalité des genres, à garder à l'esprit lors de l'examen des priorités actuelles. La deuxième partie (paragraphe 5) concerne les priorités dégagées pour chaque grand programme, dont le détail figure dans le tableau joint en annexe.

51. **El Sr. Fernández Palacios** (Cuba) propone que, para completar el párrafo 4 del proyecto de decisión, se agregue al final del mismo, después de "asignadas", seguida de una coma, lo siguiente: "al tiempo que recuerda que el pronto pago de las contribuciones es una obligación de los Estados Miembros en virtud de lo dispuesto en la Constitución, en la cláusula 5.5 del Reglamento Financiero de la Organización y en la Resolución 36 C/92". Señala que a partir de "recuerda" esta oración está tomada literalmente del párrafo 4 de la Decisión 191 EX/25, que el Consejo adoptó en su día por consenso.

(51) **Mr Fernández Palacios** (Cuba) proposed that the following be added to the end of paragraph 4 of the draft decision, after the word "contributions", preceded by a comma: "and recalling that the prompt payment of contributions is an obligation incumbent on Member States under the Constitution and

*Article 5.5 of the Financial Regulations of the Organization and 36 C/Resolution 92".* The phrase, after the word "recalling", had been taken in full from paragraph 4 of 191 EX/Decision 25, adopted by consensus by the Board.

52. **The Chair** proposed that the amendment by Cuba be adopted.

53. *It was so decided.*

54. **The Chair** proposed that paragraphs 1-4 of the draft decision, as amended, be adopted.

55. *It was so decided.*

#### **Paragraph 5 of the draft decision contained in document 5 X/EX/2**

56. **Mr Andreasen** (Denmark) said that in the constructive debate in the morning, there had been at least 13 countries that had stressed the importance of freedom of expression, press freedom and safety of journalists, which needed to be duly reflected by high priority rankings in the decision. Denmark accordingly wished to propose that expected result 1 under CI be kept as a medium priority, with an asterisk, as for the 1970 Convention, in order guarantee particular attention to ensure its effective implementation, which would imply 80% funding.

57. **El Sr. Lara** (Ecuador) dice que el orden de prioridades que figura en el proyecto de decisión es el resultado de un consenso al que se llegó previa consulta de los representantes con sus respectivas capitales, por lo que estima difícil introducir cambios en él *a posteriori*. Por otro lado, suscribe lo manifestado por el Perú en la sesión plenaria de la mañana, a saber, que al margen de la gran importancia que indudablemente otorgan a la libertad de expresión todas las instancias de la UNESCO, hay otros foros del sistema de las Naciones Unidas que se ocupan del tema, a diferencia de muchos otros de los programas examinados, que son exclusivos de la UNESCO. Concluye advirtiendo que reabrir en sesión plenaria el debate sobre el orden de prioridades supondría abrir la caja de Pandora, pues obligaría a cada delegación a proceder a consultas con su capital.

(57) **Mr Lara** (Ecuador) said the ranking of priorities in the draft decision reflected a consensus reached through consultations between the representatives and their respective capitals. Accordingly, making changes afterwards would be difficult. On the other hand, he agreed with the comment made by Peru at that morning's plenary session: that, in addition to the great importance certainly accorded to freedom of expression at all levels of the Organization, other forums existed within the United Nations system to deal with the matter, unlike many other programmes under study, for which UNESCO alone was responsible. He warned that re-opening a debate in plenary on the ranking of priorities would be like opening Pandora's box and oblige each delegation to consult its capital.

58. **Ms Mufti** (Pakistan) said that sufficient time had been spent in the working group on the rankings – a debate which should not be reopened, which could only lead to further requests for different prioritization and ranking. Freedom of expression might best be left to another session of the Board; indeed, it was not clear what "fair freedom of expression" meant precisely.

59. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) observed that during the ranking of the Communication and Information (CI) Sector, it had been the sector with the greatest range of views among the Member States, which apparently continued to be the case. In the light of Denmark's concern about the signal that might be sent by the downgrading of freedom of expression, and given the financial situation, it might be advisable to make the labelling of the priorities different, such as budget priority A, B, or C, rather than "high", "medium" or "low".

60. **M. Fazelly** (Afghanistan) émet quelques observations de forme concernant le projet de décision, souhaitant notamment que l'on supprime, au paragraphe 5, le terme « *suivant* » dans la formule « *l'ordre de priorité suivant pour les résultats escomptés* », étant donné que cet ordre de priorité ne figure pas immédiatement après le paragraphe en question. À cet égard, il appuie la proposition du Président de la Commission financière et administrative consistant à introduire la notion de « *priorité budgétaire A, B ou C* » pour les allocations.

61. **Mme Tarhouni** (Tunisie) appuie également cette dernière proposition du Président de la Commission FA.

62. **Mr Andreasen** (Denmark) said that in view of the number of countries agreeing with Denmark's concern, he wished to reiterate his different proposal to keep expected result 1 under CI as a medium priority, with an asterisk, indicating that it should be accorded particular attention in order to ensure its effective implementation, which would imply 80% funding.

63. **El Sr. Lara** (Ecuador) insiste en su inquietud por el rumbo que pueda tomar el debate si el Consejo tiene que examinar en detalle el orden de prioridades propuesto, fruto de un delicado equilibrio. Por ello insta a los Miembros del Consejo a respetar la labor del grupo de trabajo y a resistirse a la tentación de reabrir el debate sobre los procedimientos de la propuesta.

(63) **Mr Lara** (Ecuador) reconfirmed his concern about the possible outcome of discussions if the Board were required to examine in detail the ranking of the proposed priorities, which was the product of a delicate balancing act. He called upon Board Members to respect the efforts of the working group and resist the temptation to re-open discussions regarding details of the proposal.

64. **The Chair** said that having heard Denmark, and acknowledging that there was some support for that position, her suggestion was that that concern be reflected in the summary record of the meeting. The danger was that if such a change was accepted, it would open up the door to other similar requests. She understood that the representatives of the United States of America, Cuba and Peru were agreed on her proposal. She further noted that there was no objection to the proposal by the Chair of the FA Commission the priority levels being redesignated as "budgetary priorities A, B and C".

65. *Paragraph 5, as amended, was adopted.*

**Paragraph 6 of the draft decision contained in document 5 X/EX/2**

66. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that once priorities had been identified, the question arose of

how to put them into action, which was the purpose of paragraph 6. In the working group, Member States had debated every single subparagraph at length. They wished to ensure that each major programme had the same share of resources as in document 37 C/5 Draft, and that the bulk of the savings should come from the non-programme sectors. Paragraph 6 (d) set out the priority levels, and paragraph 6 (e) was the subject of many questions. He understood that there would be amendments on both subparagraphs. Each expected result was composed of various activities; on average, each expected result would have 30 different work plans. The reason for paragraph 6 (e) was that to say that if every expected result could not be afforded, some of the more important ones nevertheless could be. The other subparagraphs concerned the recognition that UNESCO needed to keep some resources for activities – the Organization could not simply pay its staff with no activities. Resources were also needed for activities relating to the global priorities. Amendments would be proposed to paragraphs 6 (d) (iii), 6 (e) (ii), and 6 (i).

67. **M. Fazelly** (Afghanistan) propose de remplacer, au paragraphe 6, le terme « *principes* » par « *directives* », plus approprié selon lui.

68. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that in English, "principles" would be better than "guidelines", because the draft decision was meant to give direction, protection and freedom.

69. **Mr Killion** (United States of America) said that he agreed entirely with the Chair of the FA Commission; "guidelines" would be too prescriptive.

70. **El Sr. de Ory** (España) propone utilizar la palabra "indicaciones".

(71) **Mr de Ory** (Spain) proposed using the word "indications".

72. **Mme Trimbach** (France) pense que le terme « *orientations* » pourrait éventuellement répondre aux attentes du représentant de l'Afghanistan.

73. **The Chair** said that an easily translated term which would satisfy all was needed. She proposed to note the concern of Afghanistan, but to keep the term "principles".

74. **M. Farah** (Djibouti), soulignant l'importance de la traduction pour les travaux du Conseil, considère que la proposition de la représentante de la France pourrait constituer une solution adéquate.

75. **The Chair** asked whether there was support for changing "principles" to "guidelines". She saw none. Secondly, she asked whether there was support for "indications". She saw none. Thirdly, she asked whether there was support for the French term "orientations". In her view, none of the proposed alternatives expressed what was originally envisaged.

76. **Mme Tarhouni** (Tunisie) appuie la proposition de M. Sudders, Président de la Commission FA et Co-Président du groupe de travail, de garder le terme « *principes* ».

77. **The Chair** asked whether the *chapeau* of paragraph 6 might be adopted as it currently stood.

78. *It was so decided.*



79. **The Chair** asked whether the Board wished to adopt paragraph 6 (a).

80. *It was so decided.*

81. **The Chair** asked whether the Board wished to adopt paragraph 6 (b).

82. *It was so decided.*

83. **The Chair** asked whether the Board wished to adopt paragraph 6 (c).

84. **Ms Haddad** (Grenada) wished to know what was meant by “the 37 C/5” in that subparagraph, and in particular what would happen to the CI Sector. Should there be a mention of reallocating the additional funds to the CI Sector? Or possibly “the 37 C/5, as amended by the Board at its 191st session”.

٨٥ أعرب السيد عمرو (مصر) عن تأييده لما قالته ممثلة غرينادا مذكراً بأنه طلب الشيء نفسه في الكلمة التي ألقاها في الجلسة الصباحية نيابة عن مجموعة الدول العربية، وبأن الترجمة الفورية كانت على ما يبدو غير واضحة للجميع. وأوضح في هذا الصدد أن مجموعة الدول العربية متمسكة بأن الأموال التي خصصت لبرامج قطاع الاتصال والمعلومات ونقلت إلى قطاع التربية يجب أن تعاد إلى قطاع الاتصال والمعلومات، لأنه تم الاتفاق على أن تبقى هذه البرامج تحت مظلة هذا القطاع.

(85) **Mr Amr** (Egypt) endorsed the remark made by the representative of Grenada, noting that he himself had made the same request when he took the floor on behalf of the Arab States group during the morning meeting and that it appeared that the interpretation had not been clear to everyone. He underlined that the Arab States group insisted that the funds that had been allocated to Communication and Information Sector programmes and transferred to the Education Sector should be returned to the Communication and Information Sector because it had been agreed that those programmes would remain under the umbrella of that Sector.

86. **The Chair** said that Egypt’s point was based on an assumption which might possibly not be correct.

87. **Mr Killion** (United States of America) said that he supported the remarks of both Grenada and Egypt.

88. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that the purpose of paragraph 6 (c) was to ensure that each sector had its original share of available programme resources in document 37 C/5 Draft, including any amendments thereon made by the Board in its recommendations to the General Conference (37 C/6). It might therefore be useful to add, at the end of paragraph 6 (c), “taking account of document 37 C/6”.

89. **The Chair** asked whether such an amendment would be acceptable.

90. *Paragraph 6 (c), as thus amended, was adopted.*

91. **The Chair** invited the Chair of the FA Commission to present the amendments recommended for paragraph 6 (d), including (i), (ii) and (iii).

92. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA), recalling the earlier amendment to paragraph 5, said that the high, medium and low priorities should be renamed “budget priorities A, B, and C”.

93. **Ms Yalwaji Kataguh** (Nigeria) said, concerning paragraph 6 (d) (iii), that a number of countries had proposed to move the 0%-40% range for budget priority C up to 20%-40%. Otherwise, for some expected results the rate might be 0, thus terminating the programme concerned. For instance, several Africa-related science programmes had received low priority, and thus risked disappearing. Secondly, 20% was the minimum amount proposed in paragraph 6 (f) for operational activities of each expected result. Thirdly, 20% was a reasonable and sufficient percentage, enabling UNESCO or Member States to attract extrabudgetary funding. Fourthly, making a 0 allocation to a given expected result would send the wrong political message. For those reasons, she urged the Board to redefine budgetary priority C as “20%-40%”.

94. **Mme Pare-Kabore** (Burkina Faso) rappelle que la proposition formulée par le Burkina Faso dans la matinée avait pour objet d’éviter que certaines activités ne soient pas du tout financées, en suggérant un niveau de financement minimum de 2 % pour les activités considérées comme relevant de la priorité budgétaire C. C’est pourquoi elle appuie la proposition de la représentante du Nigéria.

95. **M. Farah** (Djibouti) souscrit aux propositions des représentantes du Nigéria et du Burkina Faso.

96. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that it was important to grant the Director-General some room for manoeuvre and also protection. If it were not possible to have a critical mass for a given expected result, that would entail a 0 budget for that activity, which would not be closed, however, but merely suspended. He added that when the working group had seen the various simulations, nothing had ended up with 0 funding. Adoption of the amendment proposed would remove the freedom and protection which the Member States had intended to grant the Director-General from the start. The principles enumerated in paragraph 6 (e) represented a finely balanced equilibrium, under which it must at least be possible for an expected result to end up with 0 funding.

97. **The Director-General** said that the apprehension of many, particularly from Africa, appeared to be about a low priority for scientific activities and capacity-building in Africa. Capacity-building was among the five core functions of the Organization, and would continue to be done by all five programme sectors. Such an apprehension, which was thus not entirely founded, should not prevent UNESCO from setting the right balance of overall priorities – there was still a \$200 million shortfall to be factored into the implementation plan.

98. **The Chair** asked the Board whether, having heard the explanations by the Chair of the FA Commission and the Director-General, it could adopt paragraph 6 (d) as amended by the FA Chair concerning the designation of the three priority levels as “A, B, and C”, but without the other amendments.

99. *It was so decided.*

100. **The Chair** asked the Board to consider paragraph 6 (e).

101. **El Sr. Fernández Palacios** (Cuba) señala que su país ha sometido por escrito una propuesta relativa al inciso ii) del apartado e), entendiéndose que una referencia explícita a las reducciones de plantilla puede generar incertidumbre y desmotivación en el personal. Sin excluir

que se pueda llegar a tal extremo, le parece preferible obviar toda alusión expresa al asunto y dejarlo en manos de la Directora General, poniendo a la vez el acento en la búsqueda de mayores niveles de eficiencia y eficacia. Por todo ello Cuba propone agregar “y eficacia” después de la palabra “eficiencia” y suprimir lo que sigue, esto es, ~~“lo cual podría suponer reducciones de personal”~~.

(101) **Mr Fernández Palacios** (Cuba) noted that his country had submitted a written proposal regarding paragraph 6 (e) (ii) stating that explicit mention of staff cuts could cause uncertainty and undermine staff morale. Without excluding the possibility that matters might go that far, it seemed preferable to avoid any specific reference there to it and instead leave it in the hands of the Director-General. Emphasis could also be placed on the pursuit of higher levels of efficiency and effectiveness. Therefore, Cuba proposed adding “and effectiveness” after the word “efficiency” and deleting the following phrase: ~~“which may include possible reductions in staff”~~.

102. **Mr Hamadziripi** (Zimbabwe) said, speaking on behalf of Malawi, Namibia, Nigeria, and his own country, that they wished to amend paragraph 6 (e) (ii) by replacing the phrase ~~“merge the expected results”~~ with “reactivate intersectoral and interdisciplinary approaches”, and also endorsing the proposal of Cuba to delete ~~“which may include possible reductions in staff”~~, which was tantamount to micro-management. It was important to give the Director-General the necessary flexibility and to trust her. The “intersectoral and interdisciplinary approaches” had been mentioned by the Director-General in her introduction to the C/5 document, and had been endorsed at the previous session of the General Conference. Merging expected results would only put unneeded pressure on resources which were originally intended for a single expected result. Finally, they proposed the deletion of paragraph 6 (e) (iii). They would like to have an example of what was proposed by splitting expected results; they feared, however, that such an action might effectively remove some expected results, or at least impair their integrity and coherence.

103. **Ms Lacœuilhe** (Saint Lucia) said that she was worried by the amendments being proposed, the effect of which would be to remove the protection and the flexibility granted the Director-General, not to mention to break the consensus achieved. She recalled that in the sectoral priority rankings table for the five major programmes, there were *already* expected results that had been merged, which had been accepted by the working group and then the Board at its special session. For that reason it was not acceptable to remove the possibility of mergers, and for the sake of flexibility, the Director-General also needed to be able to split them. On the other hand, she did not have any issues with adding “intersectoral and disciplinary approaches”, as requested by a number of African countries. The reality was that there would inevitably be staff reductions. Finally she wished to hear from the Director-General whether removing the possibility of staff reductions would be a problem.

104. **Ms Mufti** (Pakistan) said that she supported the statement by Saint Lucia. The possibility of merging expected results had been extensively discussed in the working group; the Director-General needed to have that flexibility. It would not be acceptable to have staff, but no money to carry out programmes. The working group had aimed at achieving both restructuring and reduction of staff, given the financial realities. The Member States

wished to avoid the cost of keeping all the staff when no longer necessary, and of having expensive court cases against the Organization.

105. **Mme Chainaye** (Belgique), s’associant aux propos de la représentante du Pakistan, souhaite conserver la formulation proposée par le groupe de travail et rappelle que certains résultats escomptés auraient tout intérêt à être regroupés pour gagner en efficacité. Elle souscrit également à la proposition du représentant du Zimbabwe concernant l’ajout d’un alinéa mentionnant la nécessité d’une plus grande interdisciplinarité.

106. **Mr Andreasen** (Denmark) said that his delegation associated itself with the previous speakers on “intersectoral and disciplinary approaches”, and on keeping the possibility of merging or splitting expected results for the sake of flexibility.

107. **El Sr. Rodríguez Cuadros** (Perú), tras abundar en la idea de que no conviene reducir el margen de maniobra de la Directora General, se declara partidario de mantener la formulación propuesta, y, de ser posible, de añadir lo sugerido por Zimbabwe.

(107) **Mr Rodríguez Cuadros** (Peru), after endorsing the idea that the Director-General’s room for manoeuvre should not be reduced, said he was favourable to maintaining the proposed wording, and, if possible, to add the proposal of Zimbabwe.

108. **Mr d’Orville** (Assistant Director-General for Strategic Planning – BSP) said that “intersectoral and disciplinary approaches” had indeed been stressed by the Director-General in her introduction to document 37 C/5. The merger of expected results would help to engender a critical mass and help the Organization to deliver with impact, thereby helping it to preserve its lead role within the United Nations system. The reference to “possible reductions of staff” had been introduced by the working group with a view to ensuring legal protection to the Director-General and the Organization.

109. **The Chair** noted that there had been no comments on paragraph 6 (e) (i).

110. **M. Fazelly** (Afghanistan) souhaite, par souci de cohérence avec les amendements précédents, que l’on modifie également l’alinéa 6 (e) (i) pour qu’il se lise comme suit : « réaffecter les ressources à une priorité budgétaire plus élevée ». Il demande par ailleurs ce que l’on entend exactement par « masse critique », expression essentielle dans ce débat.

111. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that “critical mass” implied that the activity was big enough to be worth doing. It had been left vague so that the Director-General would have sufficient leeway in her choices. He was fully in favour of the amendment proposed by Afghanistan.

112. **The Chair** proposed that the *chapeau* of paragraph 6 (e) be adopted.

113. *It was so decided.*

114. **The Chair** proposed that paragraph 6 (e) (i) be adopted, with the addition of “to a higher budgetary priority”.

115. *It was so decided.*

116. **The Chair** suggested that paragraph 6 (e) (ii) might read: “merge the expected results, while

*strengthening intersectoral and interdisciplinary approaches, in order to achieve a critical mass or realize efficiency gains, which may include possible reductions in staff*”.

117 **El Sr. Fernández Palacios** (Cuba) dice que la primera parte de la propuesta es buena, pero insiste otra vez en que no se deben mantener las palabras “*la cual podría suponer reducciones de personal*”, que pueden generar desmotivación y crear incertidumbre entre los recursos humanos de la UNESCO, que son el valor máspreciado de la Organización.

(117) **Mr Fernández Palacios** (Cuba) said the first part of the proposal was good, but reiterated that the words “*which may include possible reductions in staff*”, should not remain, as they could undermine staff morale and create uncertainty among the Organization’s greatest asset, its human resources.

118. **The Chair** said that having heard the explanation regarding the possible implications for the Director-General and the Organization, if that phrase were not included. The Board therefore needed to acknowledge that possibility, however remote.

119. **Mr Dalsgaard** (Denmark) said that he was sensitive to the argument of Cuba, but was nevertheless convinced by the Chair’s remarks.

120. **Г-н Болдырев** (Российская Федерация) спрашивает: Генеральный Директор сам осуществляет сокращения персонала, или просто делает предложения о сокращениях.

(120) **Mr Boldyrev** (Russian Federation) asked whether the Director-General herself carried out reductions of staff, or merely made proposals in that regard.

121. **The Chair** said that the subparagraphs under consideration were the basis on which the Director-General would prepare the Draft Programme and Budget, which might include any and all of the measures listed in the subparagraphs.

122. **Mr Hamadziripi** (Zimbabwe) said that since a decision had already been taken regarding paragraph 5 and the annexed table, and hence the Board had accepted the idea of measuring expected results on the basis of the table, he did not believe there was a need to make any specific reference to such measures in paragraph 6 (e) (ii). While he and some of his African colleagues had not been able to participate in the working group, they should nevertheless be allowed to make comments in good faith in the Board, without being accused of upsetting the consensus. His group would prefer that the reference to “*intersectoral and interdisciplinary approaches*” should stand alone, as suggested by ADG/BSP; paragraph 6 (e) (ii) could therefore remain as it stood, with a new subparagraph making reference to “*strengthening intersectoral and interdisciplinary activities*”.

123. **The Chair** said that she took on board his comments about expressing his opinion in the Board, since he had not been able to participate in the working group. All Members should naturally be heard.

١٢٣ أعرب السيد الرئيس (المملكة العربية السعودية) عن اتفاقه في الرأي مع الذين أبدوا قلقهم من استخدام عبارة “تقليص عدد الموظفين” لما لهذا المنحى من تأثير سلبي على العاملين في المنظمة، واقترح في هذا الصدد استخدام عبارة أخرى مثل “وقد ينطوي هذا الأمر على إمكانية تقليص بعض

النفقات”، دون الإشارة إلى عدد الموظفين. ورأى أن هذه العبارة تمثل حلاً وسطاً يفسح المجال أمام المديرية العامة والدول الأعضاء لاقتراح حلول أخرى لاحقاً لتقليص النفقات، إما من خلال تقليص عدد الموظفين أو ربما اللجوء إلى مخرج آخر يتيح توفير النفقات دون المساس بعدد الموظفين. وأكد في المقابل أنه إذا تم الإصرار على استخدام عبارة “تقليص عدد الموظفين”، فإنه يرى – تأييداً لما قاله ممثل مصر وغيره من ممثلي الدول الأعضاء – أن من الضروري الحرص على مراعاة التوزيع الجغرافي العادل والوزن المعياري للموظفين المعنيين حتى لا يجري تقليص عدد الموظفين على حساب بعض المجموعات دون غيرها.

(123) **Mr Aldrees** (Saudi Arabia) agreed with those who were concerned about the use of the phrase, “*cutting staff numbers*,” because it could have a negative influence on those working at the Organization, and he proposed using another phrase such as, “*this matter may involve the possibility of cutting some costs*,” without referring to the number of staff members. In his view, it was a compromise that would allow the Director-General and Member States to then propose other solutions to cut costs, either by cutting staff numbers or possibly by resorting to another way out that would generate cost savings without prejudice to staff numbers. If the phrase “*cutting staff costs*” must be used then, as the representatives of Egypt and other Member States had stated, care should be taken to take account of equitable geographical distribution and standard weighting of the staff concerned so that staff numbers would not be cut in some areas at the expense of others.

124.1 **El Sr. Rodríguez Cuadros** (Perú), refiriéndose a la inquietud manifestada por la Federación de Rusia, observa que la respuesta está en el propio enunciado del apartado e), donde se especifica claramente que la Directora General propondrá lo que figura en los incisos i) a iii). La propuesta de Zimbabwe, por otra parte, no le plantea ningún problema.

124.2 Por lo que respecta a la mención expresa a las reducciones de personal, remite a dos aspectos ya señalados por anteriores oradores, a saber, que la frase está redactada en condicional y que su carácter explícito constituye a la vez una precaución jurídica y un ejercicio de responsabilidad ante la hipótesis de que algún día se requieran tales medidas. Le parece en cambio oportuno que en las actas se recoja la propuesta de Arabia Saudita de que, de llegarse a tal situación hipotética, se apliquen criterios de equilibrio geográfico al decidir sobre las reducciones de personal.

(124.1) **Mr Rodríguez Cuadros** (Peru), in reference to the concern voiced by the Russian Federation, said that the answer was in the very wording of subparagraph (e), where it was clearly specified that the Director-General would make proposals to achieve subparagraph (i) to (iii). He saw no problem with the proposal of Zimbabwe.

(124.2) In regard to specifically mentioning staff cuts, he referred to two points already made by previous speakers, namely that the phrase was in the conditional, and that its explicit nature was both a legal precaution and a responsible approach in the event that such measures were needed one day. It would be wise, however, to include in the report the proposal by Saudi Arabia to consider balance in geographical distribution if the hypothetical situation materialized and staff cuts should prove necessary.

125. **El Sr. Escanero Figueroa** (México), tras subrayar la gravedad de la situación y señalar que lo más valioso que tiene la UNESCO son sus recursos humanos y sus conocimientos, experiencia y entrega cotidiana, pide a la Presidenta del Consejo que en las actas se deje constancia de la preocupación que suscita el futuro del personal, compartida por muchos oradores. Observa acto seguido que el texto de la decisión es fruto de un delicado consenso y que han quedado claras las razones que lo amparan, por lo que no es partidario de modificarlo.

(125) **Mr Escanero Figueroa** (Mexico) highlighted the seriousness of the situation and pointed out that UNESCO's most valuable asset was its staff: their expertise, experience and day-to-day commitment. He asked the Chair of the Board to ensure that the summary records reflected the concern as to the future of the staff shared by many speakers. He then said that the text of the decision was the product of a delicate consensus. The decision was justified and he was not amenable to modifications.

126. **Ms Mufti** (Pakistan) said that she agreed with Peru that the text of paragraph 6 (e) (ii) enabled the Director-General to make proposals which might include possible reductions in staff. It did not mean that she would be getting rid of numerous individuals she did not like. Rather, it was to be a highly rational, logical and systematic exercise, based on the list of priorities, on which the restructuring would be based. She therefore agreed with ADG/BSP that the final phrase was necessary to ensure protection and to avoid costly litigation.

127. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that he intended to propose an amendment to paragraph 6 (i) later on adding the principles of geographic distribution to that text.

128. **The Chair** asked whether the Board wished to adopt paragraph 6 (e) (ii) without amendment.

129. *It was so decided.*

130. **The Chair** asked whether the Board wished to adopt paragraph 6 (e) (iii) without amendment.

131. **Mr Hamadziripi** (Zimbabwe) said that he understood that his proposals did not have sufficient support. Consequently he withdrew them.

132. **The Chair** thanked the representative of Zimbabwe, and again asked whether the Board was willing to adopt paragraph 6 (e) (iii) without amendment.

133. *It was so decided.*

134. **The Chair** said that there was a proposal by Zimbabwe to introduce a new paragraph 6 (e) (iv), to read: “*continue strengthening intersectoral and interdisciplinary approaches*.” If she saw no objections, she would take it that the Board wished to adopt that amendment.

135. *It was so decided.*

136. **The Chair** invited the Board to consider paragraph 6 (f). Seeing no objections, she took it that the Board wished to adopt it.

137. *It was so decided.*

138. **The Chair** invited the Board to consider paragraph 6 (g). Seeing no objections, she took it that the Board wished to adopt it.

139. *It was so decided.*

140. **The Chair** invited the Board to consider paragraph 6 (h). Seeing no objections, she took it that the Board wished to adopt it.

141. *It was so decided.*

142. **The Chair** invited the Board to consider paragraph 6 (i).

143. **M. Fazelly** (Afghanistan) s'interroge sur le sens de l'expression « *de manière stratégique* » à l'alinéa 6 (i) : « *les ressources humaines devraient être affectées aux priorités de manière stratégique* ».

144. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) proposed the following amendment to paragraph 6 (i): “*human resources should be allocated across the Organization ~~to the priorities~~ in a strategic manner, including with due regard to the principle of geographical distribution*”. “*Across the Organization*” was intended to make clear that the subparagraph did not apply only to the programme sectors.

145. **Ms Lacœuilhe** (Saint Lucia) said that she had difficulty understanding the proposal. Geographical distribution applied to recruitment, not to the reallocation of staff. Was geographical distribution now to apply to each sector or programme?

146. **El Sr. Rodríguez Cuadros** (Perú), abundando en las palabras de Santa Lucía, dice que la adecuada gestión de los recursos humanos tiene poco que ver con la distribución geográfica y el equilibrio entre regiones. Tampoco juzga adecuado emplear la expresión “*a lo largo y ancho*” de la Organización.

(146) **Mr Rodríguez Cuadros** (Peru), endorsing the statement by Saint Lucia, said that appropriate management of human resources had little to do with geographical distribution and balance between regions. Nor did he consider it appropriate to use the expression “*across the Organization*”.

١٤٧ أوضح السيد عمرو (مصر) أن المقصود بالاقتراح هو تفادي تفاقم الخلل القائم حالياً في الهيكل الوظيفي بالنسبة إلى التوزيع الجغرافي، أي الحرص على ألا يؤدي تقليص عدد الموظفين أو إعادة توزيع الوظائف داخل المنظمة في إطار الخطة المقترحة إلى تعميق الهوة وزيادة معاناة الدول الأعضاء المنتمية إلى المناطق التي تعاني حالياً من تفاوت التوزيع الجغرافي. ورأى أنه ينبغي مراعاة هذا الأمر لدى إعادة توزيع الوظائف، بل ينبغي استغلال فرصة إعادة التوزيع لتصحيح الخلل القائم في التوازن الجغرافي بين المناطق.

(147) **Mr Amr** (Egypt) said that the proposal was aimed at avoiding worsening the current imbalance in the staff structure with regard to geographical distribution and at ensuring that staff cuts or redeployment of staff within the Organization according to the proposed plan would not widen the gap and worsen the situation for Member States from regions currently affected by unequal geographical distribution. The matter should be addressed carefully during the redeployment, which should be used as an opportunity to redress the current geographical imbalance between the regions.

148. **Ms Mufti** (Pakistan) said that she understood that geographical distribution of staff concerned recruitment; once you had been recruited you were considered no longer to belong to a given country, but rather to UNESCO or some other part of the United Nations

system. How then could geographical distribution apply to international civil servants?

149. **Mr Killion** (United States of America) said that the amendment proposed by the Chair of the FA Commission appeared to be causing confusion; he therefore appealed to the Board to keep the original language.

150. **Ms Lacœuilhe** (Saint Lucia) said that Egypt's point was well taken. However, she urged caution because with such additional criteria the Board might be accused of discrimination. The job should be done by the Director-General, based on the programme priorities established by the Board.

151.1 **El Sr. Escanero Figueroa** (México), tras poner de relieve que el texto es fruto del consenso, dice que la cuestión planteada por Egipto le parece sin embargo legítima, pues contar con una plantilla más equilibrada desde el punto de vista de la representación geográfica y de la igualdad de género es una meta a largo plazo y de gran importancia para la salud de la Organización, que se ha planteado en reiteradas oportunidades.

151.2 Por esta razón el orador, secundado en este punto por el **Sr. de Ory** (España), propone que, una vez más, se recoja en el acta la preocupación expresada por Egipto y en cambio no se modifique el texto del proyecto de decisión.

(151.1) **Mr Escanero Figueroa** (Mexico), stressing that the text was the outcome of consensus, said that the question raised by the representative of Egypt nonetheless seemed well-grounded, since achieving a better balanced staff in terms of geographical representation and gender parity was a long-term goal of great importance to the health of the Organization.

(151.2) He therefore proposed, and was seconded by **Mr de Ory** (Spain), that the record reflect the concern voiced by Egypt, but that no amendment be made to the text of the draft decision.

152. **El Sr. Montenegro** (Ecuador) se declara también muy sensible a la cuestión del personal, pero recuerda que se está hablando de una situación hipotética que tiene tanto de indeseable como de excepcional. Juzga muy importante corregir los desequilibrios observados hasta la fecha en la representación geográfica de la plantilla, por lo que considera pertinente la propuesta de Egipto.

(152) **Mr Montenegro** (Ecuador) said that he, too, was highly sensitive to staff questions, but noted that the point at issue was a hypothetical situation that was both undesirable and exceptional. As it was very important to correct the imbalances noted to date in the geographical representation of the staff, he considered the proposal by the representative of Egypt to be most apposite.

153. **M. Fazelly** (Afghanistan) explique ses craintes concernant l'emploi du terme « *stratégique* », qui selon lui ne devrait pas servir de prétexte au non-respect de la règle d'une répartition géographique équitable. Il appuie donc la proposition du représentant de l'Égypte concernant la suppression de cet alinéa.

154. **Ms Thompson-Flores** (Director of the Bureau of Human Resources Management – HRM) said that in the management of staff, the criteria to be applied were contained in the Staff Regulations and Staff Rules,

including the principles governing gender equality and geographical distribution.

155. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that the paragraph had been inserted because the vacancies in the Organization would no longer be where the governing bodies chose them to be. They would be where people had left, and their posts had been frozen because the Organization could no longer afford to recruit. It was no longer possible to *choose* where to deploy human resources or not to deploy them. After long discussion in the working group, it had been agreed that the Director-General should be allowed a pro-active choice about where to deploy staff, and not to manage staff solely on the basis of vacancies that had arisen. It was important not to leave high-priority activities left understaffed.

156. **El Sr. Rodríguez Cuadros** (Perú) observa, con ánimo de completar y secundar lo dicho por el Presidente de la Comisión FA, que el carácter estratégico reside en la redistribución del personal en función de los objetivos y los resultados esperados, esto es, del orden de prioridades consensuado por el Consejo, razón por la cual no conviene suprimir este apartado.

(156) **Mr Rodríguez Cuadros** (Peru), wishing to complement and support the statement by the Chair of the FA Commission, said that the nub of the strategy lay in staff redeployment geared to objectives and expected results, in other words, the order of priorities agreed by the Board – it was therefore not desirable to delete the paragraph.

157. **The Chair** invited the Board to adopt paragraph 6 (i) without amendments.

158. *It was so decided.*

159. **The Chair** invited the Board to consider paragraph 6 (j).

١٦٠ قال السيد الدريس (المملكة العربية السعودية) إنه يرى غموضاً في الصيغة العربية للفقرة ٦ (ي)، وطلب من رئيس اللجنة المالية والإدارية توضيح المعنى المقصود بعبارة "يجب ألا تُستخدم أموال البرنامج لتغطية تكاليف غير مرتبطة بالبرنامج".

(160) **Mr Aldrees** (Saudi Arabia) said that he found the Arabic version of paragraph 6 (i) unclear and he asked the Chair of the Finance and Administrative Commission to clarify what was meant by "programme funds shall not be used to fund non-programme costs".

161. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that the subparagraph had been added following discussion of how certain non-programme items had been funded in the past. Sometimes a central service or cost had been funded from the sector concerned. The view had been that programme costs must be used solely for programmes and programmatic activities.

١٦٢ اقترح السيد الدريس (المملكة العربية السعودية) إضافة كلمة "نفسه" إلى هذه العبارة في النسخة العربية بحيث تصبح "يجب ألا تُستخدم أموال البرنامج لتغطية تكاليف غير مرتبطة بالبرنامج نفسه"، وبذلك يكون المعنى أوضح مما هو عليه في الصيغة الحالية. وقال إنه يريد كذلك الاستئناس برأي الدول العربية في هذه المسألة.

(162) **Mr Aldrees** (Saudi Arabia) proposed that the word "itself" should be added to this phrase in the Arabic version, so that it would read, "programme

*funds shall not be used to cover costs not related to the programme itself*”, to make the meaning clearer than it was in the current version. He asked for the Arab States’ opinion on the matter.

163. **Ms Lacœuilhe** (Saint Lucia) said that she wished to hear the English translation of what was proposed in Arabic.

164. **The Chair** said that it would read “*programme funds shall not be used for non-programme costs themselves*” [“*costs not connected with the programme itself*”]. The English would not change.

165. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) agreed that the English did not need to add “*itself*”. If the Arabic needed the extra word, why not.

166. **The Chair** invited the Board to adopt paragraph 6 (j) as thus amended in Arabic only.

167. *It was so decided.*

168. **The Chair** invited the Board to adopt paragraph 6 (k).

169. *It was so decided.*

**Paragraph 7 of the draft decision contained in document 5 X/EX/2**

170. **The Chair** asked the Chair of the FA Commission to introduce the remaining paragraphs 7, 8 and 9 of the draft decision.

171. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that paragraph 7 was intended to signal to the Director-General that extrabudgetary funds were also part of the answer. Paragraph 8 recommended that the General Conference ask for certain things. If it decided that UNESCO should have a budget of \$507 million rather than \$653 million, every programme-and-budget-related document currently available would be wrong – all the performance indicators, the bench-marks, etc. would be based on the wrong scenario. And in view of the adoption of the results-based budgeting (RBB) approach, the Board would be asking the Secretariat to report in the EX/4 document on something that could never be achieved for lack of funds. Paragraph 8 (a), in particular, asked the Director-General to provide updated versions of all the budget tables, expected results, performance indicators and benchmarks in order to enable proper monitoring in the EX/4 documents over the biennium. The deadline was 31 December 2013 because only the General Conference could make the final decision concerning \$653 or \$507 million. All that work therefore needed to be done in the six-week period between the end of the General Conference and the end of the year. In paragraph 9 the word “*calenda*” should be replaced with “*schedule*”. With better management of the Board’s agenda, it should be possible to refrain from discussing every issue at every session.

172. **The Chair** invited the Board to consider paragraph 7.

173. **尤先生**（中国）认为这一段写得非常好——实施更有针对性的筹资战略，供大会审议。这是执行局委员国应该关心的问题，而不仅仅是某个具体的事项，也就是说，教科文组织现在面临的财政困难是执行局委员国以及总干事领导的秘书处应该关心和关注的问题。

(173) **Mr You** (China) said that the paragraph: “...to implement a sharpened fund-raising strategy for consideration by the General Conference” was well written. The Members of the Board should focus on the fund-raising strategy rather than certain specific projects. In other words, the Board Members and the Secretariat, led by the Director-General should focus on the issue of financial difficulties that UNESCO was facing.

174. **The Chair** understood that the Board wished to adopt paragraph 7.

175. *It was so decided.*

**Paragraph 8 of the draft decision contained in document 5 X/EX/2**

176. **Ms Lacœuilhe** (Saint Lucia) said that the General Conference would most likely adopt both the \$653 million budget and the \$507 million implementation plan. Was it therefore proper to ask the General Conference to adopt the Annex to document 5 X/EX/2, which the Board was in the process of effectively amending, without first seeing the benchmarks and indicators?

177. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that he appreciated Saint Lucia’s reservation, but there would be in the Appropriation Resolution a trigger which would indicate, once the General Conference so decided, that the Organization would only have \$507 million. In his view, the Board would have a clearer idea at its 192nd session of what the final outcome would be.

178. **Mr d’Orville** (Assistant Director-General for Strategic Planning – BSP) said that the General Conference only approved the expected results, not the performance indicators or the benchmarks, which were an integral part of the finalized C/5 document. There therefore needed to be no change in the request for action by the General Conference. As the Chair of the FA Commission had said, there was only one budget: document 37 C/5 (\$653 million); the other would be an income and expenditure plan (\$507 million).

179. **Ms Lacœuilhe** (Saint Lucia) said that she would like to know what related documents would be provided to the delegations, and at what point).

180. **Ms Haddad** (Grenada) wished to know whether the budget and restructuring plan to be submitted to the Board at its 192nd session would include the expected results and the amounts allocated to them, as a result of the priority levels now being adopted.

181. **Mr d’Orville** (Assistant Director-General for Strategic Planning – BSP) said that that budget and restructuring plan to be submitted to the Board at its 192nd session would include the expected results, broken down by activities and by the staff costs needed to pursue each expected result. At the General Conference, the Member States would be invited to take action on the draft resolutions (37 C/5 Vol. 1), which were the only texts which could be amended through additional draft resolutions.

182. **Ms Haddad** (Grenada) said that the Board’s recommendations on document 37 C/5, namely document 37 C/6, would propose amendments to the draft resolutions in document 37 C/5 Vol. 1. Why could not both documents 37 C/5 and 37 C/6 be taken into account by the Member States?

183. **Mr d'Orville** (Assistant Director-General for Strategic Planning – ADG/BSP) said that he had meant texts which Member States could propose to amend; they could not further amend document 37 C/6. However, they could propose amendments to draft resolutions contained in document 37 C/5 Vol. 1. IN each General Conference commission, documents 37 C/5, 37 C/6 and individual draft resolutions concerning that commission were all on the table together. It would be the job of the Chair of each commission to steer the body towards approving a single final text.

184. **The Chair** asked whether the Board wished to adopt paragraphs 8 (a), (b) and (c).

185. *It was so decided.*

**Paragraph 9 of the draft decision contained in document 5 X/EX/2**

186. **The Chair** invited consideration of paragraph 9, including the amendment proposed by the Chair of the FA Commission, changing “calendar” to “schedule”, meaning the periodicity of the various statutory reports.

187. **El Sr. de Ory** (España), tras observar que el Consejo no debería excluirse del ímprobo esfuerzo de reducción de gastos que exige a la Secretaría, y que por ende está obligado a hacer un gesto en el mismo sentido, propone modificar el texto del párrafo 9 agregando, tras la palabra “focused”, la expresión “and cost-effective”. Con ello el Consejo pediría a la Secretaría que le propusiera un programa de reuniones que permitiera realizar ahorros incidiendo a la vez en la frecuencia de las reuniones y en su organización.

(187) **Mr de Ory** (Spain), after saying that the Board should not be excluded from the immense expenditure-reduction effort demanded of the Secretariat and that it was therefore obliged to take similar action, proposed that paragraph 9 be amended by inserting the expression “and cost-effective” after the word “focused”. The Board would thus invite the Secretariat to submit to it a schedule of sessions that would permit savings to be made both from the frequency and organization of sessions.

188. **El Sr. Fernández Palacios** (Cuba), refiriéndose a la propuesta de España, observa que en el apartado b) del párrafo 6) se afirma explícitamente “con exclusión del Programa de Participación y los órganos rectores”. A su entender hay margen para realizar más ahorros, pero más bien en los métodos de trabajo, para lo cual pide al Consejo que lo examine detenidamente el tema en su siguiente reunión. Juzga preferible, por tanto, no modificar el texto del párrafo 9 que figura en el proyecto de decisión.

(188) **Mr Fernández Palacios** (Cuba), referring to the proposal by the representative of Spain, said that paragraph (6) (b) specifically stated “excluding the Participation Programme and the governing bodies”. He considered that more savings could be made, above all from working methods, and so he invited the Board to examine the issue thoroughly at the forthcoming session. It would, however, be preferable not to amend paragraph 9 of the draft decision

189. **The Chair** said that in that case, the only change would be from “calendar” to “schedule”. She took it that the Board wished to adopt paragraph 9 as thus amended.

190. *It was so decided.*

**Entire draft decision contained in document 5 X/EX/2 (paragraphs 1-9)**

191. **The Chair** invited the Board to adopt the entire draft decision, as amended.

192. **Ms Haddad** (Grenada) said that she was not objecting, but wished to know how the work of the CI Commission would be organized in the General Conference, given that the budget for the CI Sector would be prepared also taking into account the Board's recommendations in document 37 C/6.

193. **The Director-General** said that it would be for the Board Members to decide at the 192nd session how the General Conference commissions would be organized.

194. **The Chair** took it that if there were no further comments or amendments the Board wished to adopt the entire draft decision, as amended.

195. *It was so decided.*

196.1 **La Directrice générale in extenso :**

Madame la Présidente, Mesdames et Messieurs, je voudrais tout d'abord vous dire que j'ai entendu ce matin la volonté aujourd'hui très forte du Conseil exécutif de faire face à la réalité d'une situation extrêmement difficile. Comme l'a clairement indiqué la représentante de Sainte-Lucie, ce que nous vivons est réel ; ce n'est pas une fiction. J'ai entendu aussi votre volonté de renforcer l'UNESCO tout en minimisant la dilution de notre programme. Je saisis également la difficulté de la tâche car, il est inutile de se le cacher, la décision, quelle qu'elle soit, impliquera des sacrifices, et ce sera très difficile ; je dois être très claire et très franche avec vous. Je suis convaincue que les priorités budgétaires définies vont nous permettre de concentrer l'action de l'Organisation et je tenais à me joindre encore une fois à ceux qui ont salué le travail accompli par les deux co-présidents du groupe de travail, les Ambassadeurs Sudders et Adoua.

196.2 Je veux réaffirmer très clairement plusieurs points concernant les préoccupations que vous avez exprimées. D'abord en ce qui concerne nos deux priorités globales : elles sont les deux piliers de notre stratégie et ne sont pas négociables. Je suis très attachée à ce qu'elles soient menées à bien. Nous avons défini les projets phares de notre priorité globale Afrique, nous finalisons le plan d'action de notre priorité égalité des genres, et ces deux priorités globales seront reflétées de manière transversale dans tous les programmes, conformément à la décision que vous venez d'adopter. Je pense également à l'accent très fort mis sur les pays les moins avancés, les petits États insulaires en développement et la jeunesse. Ces priorités sont déjà au cœur de nos programmes et vont le rester, ainsi que vous pourrez le constater dans les documents qui vous seront présentés à la session d'octobre. Cela vaut également pour la liberté d'expression, qui est en effet une activité essentielle, et j'ai pris bonne note de vos remarques à ce sujet. Beaucoup ont également souligné l'importance de notre travail en matière de renforcement des capacités. Permettez-moi de réaffirmer qu'il s'agit de l'une des cinq fonctions fondamentales de l'UNESCO, qui constitue d'ailleurs une condition essentielle de la réalisation de tous les résultats escomptés, et je dois vous assurer que nous allons nous concentrer aussi sur cet aspect de notre activité.

196.3 Il est de mon devoir de mettre en œuvre votre décision et je le ferai de manière équilibrée et

respectueuse du mandat de l'UNESCO, guidée par les priorités de programme et les principes que vous avez définis. Il faudra faire preuve à la fois de créativité et de courage pour trouver des solutions adaptées, y compris, dans certains cas, la possibilité de suspendre certaines activités, comme certains parmi vous l'avez déjà mentionné, et je suis prête à le faire. Il faudra certainement créer de nouvelles synergies pour correspondre aux « masses critiques » que vous avez mentionnées, et je mettrai tout en œuvre pour continuer à faire des économies et réduire les coûts, mais il nous faut regarder les choses en face, si vous me permettez encore une fois de le souligner. Nous aurions besoin de 653 millions de dollars - notre budget -, nous en avons en réalité 450, soit près de 200 millions de moins et, même avec la meilleure volonté du monde, nous ne pourrions pas continuer ainsi. C'est ma responsabilité, je le crois, de le dire, et c'est ma responsabilité d'agir en conséquence.

196.4 À la 192<sup>e</sup> session du Conseil exécutif, je vous présenterai sur cette base un nouveau plan de budget et de restructuration. Ce plan comportera un large éventail de mesures en termes de réduction des coûts, d'augmentation des ressources et de vision stratégique.

196.5 En premier lieu, nous allons devoir accélérer la rationalisation des fonctions administratives et des services centraux, aussi loin que possible. Votre décision appellera nécessairement une restructuration de l'UNESCO et je dois être claire : nous aurons beau tout faire, il y aura des conséquences sur le personnel ; c'est inévitable et il faut s'y préparer. Ces conséquences auront un coût, pour lequel nous devons trouver des moyens additionnels, au-delà du budget ordinaire, et j'exhorte les États membres à examiner très attentivement ce point, ainsi qu'à soutenir financièrement la création de ce mécanisme. Je propose que l'on discute de cette question lors de la prochaine réunion du Conseil exécutif.

196.6 Deuxièmement, nous devons renforcer la mobilisation des fonds spéciaux pour soutenir le travail dans des domaines essentiels de l'UNESCO, conformément aux priorités. Je voudrais là encore encourager les États membres à soutenir ces fonds spéciaux de toutes les manières possibles. Il nous faudra une stratégie de levée de fonds plus agressive, et nous envisagerons la création d'un Fonds de mise en œuvre du programme qui viendra remplacer le Fonds d'urgence appelé à disparaître à la fin de l'année. Il faudra également réfléchir à nouveau au fonctionnement des fonds extrabudgétaires, afin d'assurer une plus grande prévisibilité dans le financement des priorités de programme.

196.7 Troisièmement, nous devons nous rappeler que la stratégie et le budget ne sont pas déconnectés. Si nous n'avons pas suffisamment de ressources, l'UNESCO sera inévitablement affaiblie dans l'agenda mondial pour le développement après 2015 et sera moins en mesure de défendre ses positions. C'est pourquoi nous travaillons tous très dur pour que les priorités fondamentales de l'UNESCO soient clairement reflétées dans l'agenda post-2015, et je vous appelle à peser de tout votre poids, auprès de vos capitales et à New York, pour y parvenir.

*(La Directrice générale poursuit en anglais)*

196.8 Ladies and gentlemen, we must move in all of these directions together – and I am sure we will. This requires each of us to take full responsibility. It requires unity, trust and mutual understanding. It requires transparency, to manage the process of change in a way

that is open and inclusive, and I am fully committed to this. None of this will be easy, there are further tough decisions ahead, but I take this special session as a further encouragement to the reform we have launched together, as further inspiration to build a stronger, a more performing UNESCO, able to meet the needs of new times. This has never been more important.

196.9 The call for cooperation in education, the sciences, culture, communication and information has never been so strong than as at this time of great change -- when all societies are undergoing transformation, when opportunities are vast, but inequalities are growing and pressures are rising. I have just returned from the ECOSOC Annual Ministerial Review in Geneva, where UNESCO and its mandate were at the heart of the debate for setting a strong post-2015 global development agenda in the areas of "Science, technology and innovation – as well as culture – for sustainable development" – the title of this year's review. Three weeks ago, we saw UNESCO leading the debate for culture and development in the General Assembly of the United Nations.

196.10 In May, I visited Afghanistan, where I saw the absolute need for UNESCO to help this society to move to reconciliation, to sustainable human development. If we have achieved all this, in this very difficult situation over the last two years, UNESCO has crafted leadership positions across the world, across its mandate, and this will not change; this reflects our political determination. This, I believe – I have seen it here this afternoon and this morning – remains as strong as ever. Rest assured that I will continue all my efforts so that UNESCO continues to lead from the front in areas where its expertise and mandate are unique and called for. We must continue moving forward, guided by the humanist mandate of UNESCO, taking human rights and dignity as our starting point, building on the Organization's unique strengths. I am more determined than ever to ensure the Organization meets the full ambitions of its mandate. UNESCO must answer the call to help shape a new world for justice and equality, for dignity and respect. This is a call for deeper cooperation between North and South, East and West. It is a call for solidarity, for a better future for all.

*(The Director-General continued in French)*

196.11 Enfin, permettez-moi de citer ce qu'a dit l'Ambassadeur Adoua lors de l'ouverture de notre réunion ce matin : « *aujourd'hui, au moment où se tient cette 5<sup>e</sup> session extraordinaire, vingt-huit ans après la dernière session extraordinaire qui s'était tenue en février 1985, je mesure, au nom du groupe de travail, le poids de notre tâche et notre responsabilité pour que l'UNESCO continue d'être ce phare dans les tempêtes, cette référence internationale, cette maison du dialogue et du consensus* ». Merci, Monsieur l'Ambassadeur Adoua, et merci Mesdames et Messieurs de votre attention.

197. **The Chair** thanked the Director-General for her encouraging remarks.

198.1 **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) *in extenso*:

Thank you Madam Chair. As my good friend Ambassador Adoua opened our proceedings this morning, he prefers that I close them. We have both been very humbled by the words of kindness expressed by Member States towards us this morning. We want to say that we do not deserve them because we did nothing more than our duty towards UNESCO. There have been



words of congratulation, but those should go towards the Member States, all of you who have adopted new spirit and approach to dialogue in this House, which is one I really hope we can preserve in the future. When we started this process, I think many of the members of the working group and many Members of UNESCO and even, dare I say it, many members of UNESCO's staff doubted that we might be able to succeed in identifying priorities. But the Member States have shown that in this moment they have been able to do that. I think it is a true credit to that spirit of dialogue which was present throughout the working group. For people who think that we have made some kind of drastic decision today, I think we ought to emphasize that this is not somehow the beginning of the end, but it is the end of the beginning. We are going to hear more and more about this going forwards, we are going to hear the plan and debate at the next Board session; we are going to debate it again at the General Conference, and then if we really have to, we are going to live with it.

198.2 The irony of all this hard work is that there is nothing any of us would have liked more than for it to have been a complete, total and utter waste of time. Because what we actually want is not to be living with \$507 million, but to be living with \$653 million, and implementing all of UNESCO's programmes. We always bore that in mind when we were working. We take no joy from this situation, but we have to deal with it as best we can. We both wish to thank you, Madam Chair, for your unstinting support. The members of the working group, Mr Millward and his team, the Director-General, the Deputy Director-General, and in particular, Mr d'Orville and his team in BSP because throughout this process, they have given us every piece of information they possibly could, and they have worked day and night to show us the possible impact of scenarios if we did not do something else. This was work above and beyond the call of duty that all of them have done, knowing full well that we might face in future a difficult situation for anyone in the House. So we sincerely thank each and every member of UNESCO's staff who has helped in this process, each and every member of the working group and all of you in this room. I won't say we look forward to discussing the results of this at the next Board session, but we are there, and we are ready to do our duty again when called upon. Thank you.

199. **The Chair** said that Saint Lucia had requested clarification on how the documents would feed into the next Board session.

200. **Mr d'Orville** (Assistant Director-General for Strategic Planning – BSP) said that the Member States would receive the requisite documentation for the General Conference: document 37 C/5 Vols 1 and 2, in addition to all the other associated documents: Add. 2, 37 C/6 and Add., reflecting the recommendations of the Executive Board. The only document on which Member States could submit amendments was 37 C/5 Vol. 1, the draft resolutions proposed by the Director-General to the General Conference. Member States could submit amendments to those draft resolutions, both to document 37 C/5 and to document 37 C/6 including also admissible draft resolutions submitted by Member States. They would be transmitted to the competent commissions of the General Conference for recommendation to the plenary.

201. **Ms Lacœuilhe** (Saint Lucia) said that the Board had received 37 C/5 Add. 2 at the 191st session, and that the special session had now adopted a decision which

changed the contents of document 37 C/5 Add. 2. Were both documents to be transmitted to the General Conference, or was the version submitted at the 191st session being withdrawn and the current amended version being submitted alone? Furthermore, with regard to document 37 C/4, at the 191st session, the Board had requested the Secretariat to make the introduction more concise by, for instance, refraining from mentioning intergovernmental programmes. Would that be done, or, in adopting the Board's recommendation on document 37 C/4, namely 37 C/11, would the General Conference be adopting text which it had never seen? Would a revised version of document 37 C/4 be received in time for the 192nd session of the Board?

202. **Mr d'Orville** (Assistant Director-General for Strategic Planning – BSP) said with regard to document 37 C/5 Add.2, that all documents already submitted by the Director-General, including Add. 1 and Add.2 would be submitted to the General Conference. However, once the Executive Board took a decision in October at its 192nd session, that would naturally supersede Add.2; accordingly, one of the first acts of the General Committee of the General Conference would be to announce that the Add.2 had no status. Concerning document 37 C/4, to his knowledge, a revised version of the C/4 document based on the recommendations of the Executive Board had never been submitted to the General Conference. Therefore, the submission would consist of document 37 C/4 as already submitted, plus the recommendations of the Board as contained in document 37 C/11. He understood that changes were expected in the strategic objectives concerning the sciences, in particular. He was nevertheless confident that the delegations at the General Conference would manage to work without a new version of document 37 C/4 unless there were a decision otherwise by the Board.

203. **Ms Lacœuilhe** (Saint Lucia) said that that would put the Board in a difficult position: the Board would thus be asking the General Conference to adopt the Board's recommendations in document 37 C/11 and the existing document 37 C/4 with certain paragraphs which it had never seen.

204. **The Chair** thanked the representative of Saint Lucia for her most pertinent point.

#### CLOSURE OF THE 5th SPECIAL SESSION

205.1 **The Chair** *in extenso*:

Dear colleagues, we have come to the end of our special session today, and have made an important decision to enable us and the Director-General to take things forward during the 192nd session of the Board, and the 37th session of the General Conference. As I mentioned at the beginning of this special session, this decision will guide the Director-General in preparing and presenting a full income and expenditure plan, and also an indicative comprehensive and strategic staff restructuring plan to the Board at its 192nd session, at which point, we will be tasked with taking further decisions on our recommendations to the General Conference on the Programme and Budget for 2014-2017.

205.2 I would like, once again, to recognize and commend the transparent and participatory manner in which both Board Members and Member States not Members of the Board engaged in the pursuit of the working group's task. This has been an exercise in real dialogue, collaboration and compromise, reflecting the true spirit of UNESCO, and resulting in the decision we

have taken today. For this, I thank you. I would also like, once again, to thank the Director-General and her team, the Chairs and secretariats of the PX and FA Commissions, as well as the Vice-Chairs for facilitating the work of this group. Finally, I would like to extend our collective gratitude to the interpreters, translators, room clerks, technicians and everyone else who has facilitated our work on this occasion.

205.3 Ladies and gentlemen, I look forward to seeing you at the 192nd session of the Board in September, and to those returning home, I wish you a safe and good journey. *I now declare the 5th special session of the Executive Board **closed**.*

*The meeting rose at 5.40 p.m.*