United Nations
Educational, Scientific and
Cultural Organization

35 C/5 Approved

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Approved

Approved Programme and Budget

2010–2011

Paris 2010

Approved Programme and Budget — 2010-2011

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Educational, Scientific and
Cultural Organization

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Organizational Chart of the UNESCO Secretariat 2010-2011

Introduction by the Director-General

I have the honour and pleasure to present hereby to Member States in consolidated form the Approved Programme and Budget for 2010-2011 (35 C/5) with a budget ceiling of US $653 million, which was adopted by the General Conference at its 35th session by consensus. The 35 C/5 document is aligned with the broader strategic and global priorities and objectives set out in the Approved Medium-Term Strategy for 2008-2013 (34 C/4), including the two global priorities Africa and gender equality, and incorporates all decisions taken by the General Conference at its 35th session in October 2009.

In its draft form, this Programme and Budget had undergone various stages of review and adjustment, ultimately arriving at a budget ceiling of US $653 million, which is an amount lower than a zero-real growth budget. While the US $22 million nominal increase represents an overall 3.5% growth over the 34 C/5, it does not represent a real growth budget, when taking into account all statutory and inflationary factors. Notwithstanding the reduction of available resources in real terms, a total nominal increase of US $22 million has been allocated mainly to the five programme sectors, of which $9.5 million to the Education Sector. This amount represents a real increase of $4.4 million in education resources, which responds to Member States' wish. The other programmes have also benefited, albeit not on the same scale as education.

The programme was further strengthened as the 35 C/5 budget pursues efforts to improve the ratio between programme and support services. I have taken note of the General Conference request to explore possibilities for reallocating resources from other Parts of the Programme and Budget to strengthen Part II.A and I will report on my conclusions to the Executive Board.

The implementation of the Programme and Budget will occur while many countries, especially the least developed, continue to grapple with the fall-out of the most severe financial, economic and even social crisis in our lifetime. It coincides also with the human tragedy and the destruction in Haiti caused by a massive earthquake which will place considerable demands on the Organization. Document 35 C/5 Approved also recognizes pressing global challenges, alongside established development objectives. For example, action to respond to the impact of global climate change forms an integral part of the Organization's agenda, and I have launched a UNESCO climate change initiative at the Copenhagen COP 15 Summit with a limited set of specific actions to be taken immediately. Document 35 C/5 Approved acknowledges the linkages of the various components of the global agenda with UNESCO's core competences (education, the sciences, culture, and communication and information). Nurturing the ability to build bridges between these sectors or disciplines to address complex challenges will remain a key feature of UNESCO's action and, undeniably, one of UNESCO's comparative advantages in the multilateral context.

During the biennium 2010-2011, UNESCO will continue to position itself in the context of UN reform, both globally, including at the forthcoming September 2010 High-level Meeting of the United Nations General Assembly on the Millennium Development Goals (MDGs), and at the country level, by contributing concretely through the Organization's domains to the attainment of national development priorities and internationally agreed development goals (IADGs) in close to 90 countries, which are preparing new United Nations Development Assistance Framework (UNDAF) documents during the 35 C/5 period. The 35 C/5 document integrates UNESCO's response and contribution to the UN reform process that places emphasis on enhancing coherence and "delivering as one". At the global policy level, I will deploy special efforts to get science and culture recognized more explicitly as critical parameters of a sustainable development, respectful of the environment and capitalizing on human skills and creativity.

At the country level, UNESCO will accordingly advocate in particular for an inclusion of hitherto neglected science and culture components in common country programming exercises. Investing in the areas of UNESCO's mandate – education, the sciences, culture, communication and information – is more important than ever in order to lay the foundations for an early recovery from the current global financial and economic crisis and return to the path of sustainable growth and prosperity in a globalized and competitive world based on the power of knowledge and skills.

Through the Approved Programme and Budget, which I will faithfully implement, I will further the various initiatives which I have set out in my investiture address to the General Conference on 23 October 2009, especially with regard to gender equality, including girls' education and women's literacy, climate change, and peace and dialogue among cultures.

Throughout the biennium I will pay special attention to improve the quality of programme delivery, globally, regionally and at the country level and to apply to the fullest results-based management. This will lay the foundation for accountability for results, as well as financial and administrative transparency and efficiency, all of which is critical for the functioning of the Organization.

UNESCO will continue to carry out its five established functions during the 2010-2011 period: (i) laboratory of ideas; (ii) standard-setter; (iii) clearing house; (iv) capacity-builder in Member States in UNESCO's fields of competence; and (v) catalyst for international cooperation. As specified in the Medium-Term Strategy, these core functions and the ways in which they are pursued can and will evolve to respond to changing circumstances. Each programme sector has sought to sharpen its focus and approach in order to implement our different roles and responsibilities at various levels. This includes: (i) policy advice and institutional capacity-building; (ii) normative and standard-setting activities, including a reflection of normative-operational linkages, especially at the country level; (iii) monitoring and benchmarking responsibilities; and (iv) UNESCO's contribution in support of national development plans, through participation in United Nations common country programming exercises.

The present Programme and Budget recognizes that the world community must dramatically scale up its efforts if international development objectives are to be met. Five years away from the 2015 target date for reaching the Millennium Development Goals (MDGs) and the six Dakar Goals of Education for All (EFA), progress has been made, yet we still have a very long way to go especially with regard to women's and girls education and literacy. With respect to EFA – which is our Organization's first priority – UNESCO must and will pursue its role much more vigorously – as global advocate, as a global coordinator and also in terms of the technical assistance we provide at country level.

Intersectorality and interdisciplinarity have been given particular emphasis in document 35 C/5 Approved, reflecting one of UNESCO's key comparative advantages within the United Nations system, namely its ability to respond to complex problems in an appropriate manner. A number of priority themes and pressing challenges calling for a concerted and comprehensive response by the Organization are summarized in a separate chapter of document 35 C/5 Approved. UNESCO's ability to combine the contributions of different sectors and disciplines in a strategic manner will increase the relevance, sustainability and impact of its action. It is my expectation that the scope and depth of intersectoral and interdisciplinary engagement will increase gradually in the course of the Medium-Term Strategy, building on lessons learnt.

Africa as a whole will continue to be a significant priority for UNESCO, which will address the needs of the continent in all its five fields of competence. UNESCO's action in Africa will respond to national development needs and take into account the exigencies of regional integration articulated by the African Union, including through its New Partnership for Africa's Development (NEPAD), and by the

African subregional organizations. Special attention will be given in 2010-2011 to the outcomes and recommendations of the African Union summits, especially those on culture and education (Khartoum Summit) and on science and technology for development (Addis Ababa Summit).

Gender equality has been identified as a global priority at various United Nations conferences and summits. UNESCO will reinforce its action in favour of gender equality in and through its fields of competence. Particular attention will be paid to the pursuit of the objective of gender equality through two mutually reinforcing approaches: firstly, ensuring full implementation of the gender mainstreaming strategy in all major programmes; secondly, ensuring that the specific needs of women and girls are addressed through gender-specific initiatives, especially at the country level. The emphasis on gender equality is integrated into the strategies for each biennial sectoral priority and reflected, as appropriate, in the results chain for the various MLAs, reflecting the objectives and expected results of the Gender Equality Action Plan. 2010 will mark the 15th anniversary of the Beijing Conference and thus UNESCO will undertake special reflection of the attainment of the Beijing agenda and the need for further translation of its goals into practical measures.

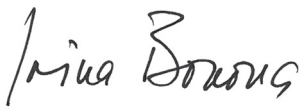
Naturally, the Programme and Budget for 2010-2011 also reflects the repeated calls of our Member States for strengthened and targeted intervention in favour of youth, the Least Developed Countries (LDCs) and Small Island Developing States (SIDS), concentrating on groups that are most in need, including indigenous peoples. Together with an increasing focus on South-South and North-South-South cooperation in all of UNESCO's fields of competence, these preoccupations are fully integrated into our programmes and translated into concrete interventions in the biennial work plans.

Partnerships will be vitally important for UNESCO's action and its relevance. This means first and foremost our collaboration with members of the "UNESCO family" – that is, with National Commissions, national committees of intergovernmental programmes, category 2 centres, UNESCO Chairs, Associated Schools, and clubs and associations. We will do more to optimize the use of these valuable networks and intermediaries. We also need to realize the full potential of our longstanding cooperation with civil society and non-governmental organizations. This includes also our growing partnerships with the private sector.

This Programme and Budget for 2010-2011 reflects the determination of UNESCO to pursue its mission and to demonstrate its vitality and continued relevance in an increasingly complex and rapidly changing world. UNESCO is needed now more than ever – to ensure education for all, to build inclusive knowledge societies, to preserve and encourage cultural diversity, to promote sustainable development through the natural and social sciences, to support freedom of information and expression for all, to respond to the needs of Africa and to promote gender equality. Together, and with the help of our many partners, we must pursue these noble goals and ensure that UNESCO makes a difference at the global, regional and country levels.

One of UNESCO's most precious assets in pursuing these goals is its unique ability – in the spirit of the mission statement of document 34 C/4 – to serve as a place for peaceful and constructive exchange and dialogue, fostering mutual agreements and commitments between peoples and nations and to strengthen cultural diversity. Our lead role and our programmatic efforts during this year's observance of the International Year of Rapprochement among Cultures, proclaimed by the UN General Assembly, will further enhance our international profile and underline our decade-long contribution and impact in this field. A series of significant initiatives will mark this important Year, setting out new avenues for meaningful action in future. UNESCO is also called by the international community to play an important role in the context of the 2010 observance of the International Year of Biodiversity and of the International Year of Youth focusing on dialogue and mutual understanding.

With this Programme and Budget, UNESCO's General Conference has set a strong and compelling agenda for future action, which expresses renewed determination, as well as faith in our future endeavours. The world needs UNESCO, and UNESCO will not be found wanting. I am confident of the ability of the Organization and its staff to live up to the expectations of Member States. I, for one, pledge to you to do my utmost to steer the Organization towards the fulfillment of our ambitious global, regional and country-level objectives, to do so with excellence, dedication and high quality of delivery and ultimately enhancing the Organization's relevance on the world scene.



Paris, January 2010

Irina Bokova

Appropriation Resolution for 2010-2011

The General Conference,

Having examined the Draft Programme and Budget for 2010-2011 presented by the Director-General (35 C/5 Rev. Vols. 1 and 2 and Corr.-Corr.3), and documents 35 C/6 and Add., 35 C/8, 35 C/8 ADM, 35 C/8 PRX, 35 C/8 ED, 35 C/8 SC, 35 C/8 SHS, 35 C/8 CLT and Add. & Corr., 35 C/8 CI, 35 C/8 (Joint meeting), 35 C/DR.4, 35 C/DR.10, and the reports of its commissions,

1. *Requests* the Director-General to:

   (i) vigorously continue her efforts to streamline business practices in the Organization, both at Headquarters and in the field, with a view to freeing up the budgetary resources that could be used to reinforce priority programmes;

   (ii) pursue further the efforts undertaken to reinforce priority programmes, *inter alia*, by transferring more funds from Parts I and III, as well as funds from Part II.B, and by further rationalizing expenditures relating to the implementation of programme activities (travel expenses, publications, meetings, contractual services, etc.);

   (iii) find ways of reducing the running costs of the General Conference and of the Executive Board in order to free resources for programme implementation without any derogation from Rules 61 and 62 of the Rules of Procedure of the Executive Board;

   (iv) present to the Executive Board at its 184th session a report on what productivity gains can be expected, and how they could be reinvested in the delivery of priority programmes;

2. *Resolves* that:

A. Regular programme

(a) For the financial period 2010-2011 the amount of $653,000,000[1] is appropriated as follows:

Appropriation line		$
PART I – GENERAL POLICY AND DIRECTION		
A. Governing bodies		
1. General Conference		5 481 200
2. Executive Board		7 824 200
	Total Part I.A	**13 305 400**
B. Direction *(Including: Directorate; Office of the Director-General; Internal Oversight; International Standards and Legal Affairs; Ethics Programme)*		**20 356 100**
C. Participation in the Joint Machinery of the United Nations System		**10 965 200**
	TOTAL, PART I	**44 626 700**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES		
A. Programmes		
Major Programme I – Education[2]		118 535 700
Major Programme II – Natural sciences[3][4]		59 074 000
Major Programme III – Social and human sciences		29 654 100
Major Programme IV – Culture[5]		53 749 700
Major Programme V – Communication and information		33 158 000
UNESCO Institute for Statistics		9 128 600
Field – Management of decentralized programmes		56 189 400
	Total, Part II.A	**359 489 500**
B. Programme-related services		
1. Coordination and monitoring of action to benefit Africa		4 676 300
2. Public information		13 671 800
3. Strategic planning and programme monitoring		7 780 000
4. Budget planning and management		4 839 900
	Total, Part II.B	**30 968 000**
C. Participation Programme and Fellowships		
Participation Programme[6]		19 980 200
Fellowships Programme		1 861 000
	Total, Part II.C	**21 841 200**
	TOTAL PART II	**412 298 700**
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION		
A. External relations and cooperation		**17 667 000**
B. Field management and coordination *(Headquarters activities and field office operating costs)*		**24 558 400**
C. Human resources management		**32 734 200**
D. Accounting, treasury management and financial control		**10 536 800**
E. Administration		**97 927 800**
	TOTAL, PART III	**183 424 200**
	TOTAL, PARTS I-III	**640 349 600**
Reserve for reclassifications/merit-based promotions		2 000 000
PART IV – ANTICIPATED COST INCREASES		10 650 400
	TOTAL APPROPRIATION	**653 000 000**

(1) ***Parts I-IV are calculated at the constant rate of exchange of 0.869 euro to one United States dollar.***

(2) ***The appropriation for Major Programme I includes the financial allocations for the UNESCO education institutes:***

UNESCO International Bureau of Education (IBE)	*4 800 000*
UNESCO International Institute for Educational Planning (IIEP)	*5 300 000*
UNESCO Institute for Lifelong Learning (UIL)	*2 000 000*
UNESCO Institute for Information Technologies in Education (IITE)	*900 000*
UNESCO International Institute for Capacity-Building in Africa (IICBA)	*2 500 000*
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	*2 000 000*
Total, UNESCO education institutes	***17 500 000***

(3) ***The appropriation for Major Programme II includes the financial allocations for the UNESCO science institutes:***

UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–
International Centre for Theoretical Physics (ICTP)	*1 015 000*
Total, UNESCO science institutes	***1 015 000***

(4) ***The appropriation for Major Programme II includes the budget appropriations for the UNESCO Intergovernmental Oceanographic Commission (IOC) of:*** ***9 487 200***

(5) ***The appropriation for Major Programme IV includes the budget appropriations for the UNESCO World Heritage Centre (WHC) of:*** ***12 332 300***

(6) ***The running costs ($50,000) and staff costs of the Participation Programme Unit have been transferred from Part III.A – External relations and cooperation to Part II.C.1 – Participation Programme.***

Additional appropriations

(b) The Director-General is authorized to accept and add to the appropriation approved under paragraph (a) above, voluntary contributions, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulations. The Director-General shall provide information thereon to the Members of the Executive Board in writing at the session following such action.

Budgetary commitments

(c) The Director-General is authorized to enter into commitments during the financial period 1 January 2010 to 31 December 2011, within the limits of the amounts authorized under paragraph (a) above. Appropriations related to commitments to be delivered in the subsequent calendar year, in accordance with Article 4 of the Financial Regulations, shall remain available and valid during that calendar year.

Transfers

(d) With the approval of the Executive Board, the Director-General is authorized to make transfers from Part IV of the budget (Anticipated Cost Increases) to the relevant appropriation lines in Parts I to III of the budget, for the purpose of meeting increases in staff costs and in the costs of goods and services.

(e) The Director-General may make transfers between appropriation lines up to an amount of 1% of the initial appropriation, informing the Members of the Executive Board in writing, at the session following such action, of the details and reasons for these transfers. In instances where transfers between appropriation lines entail an amount greater than 1%, the Director-General shall obtain the prior approval of the Executive Board.

(f) The budget appropriations for the UNESCO Intergovernmental Oceanographic Commission (IOC) and the UNESCO World Heritage Centre (WHC) shall not be decreased by transfers of funds to other parts of the budget.

Staff

(g) The established posts by grade foreseen for the 2010-2011 biennium are summarized in Annex II of document 35 C/5. The Director-General shall present to the Executive Board for prior approval any change to this Annex in respect of the total number of posts of grade D-1 and above.

(h) In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the UNESCO Institute for Statistics (UIS), the UNESCO-IHE Institute of Water Education (UNESCO-IHE), and the International Centre for Theoretical Physics (ICTP). These posts are not included in the staff establishment table set out in Annex II.

Assessment

(i) The appropriations authorized under paragraph (a) above ($653,000,000) shall be financed by assessments on Member States.

Currency fluctuation

(j) The appropriation under paragraph (a) above is expressed at the constant dollar rate of one United States dollar to 0.869 euro, hence expenditure against this appropriation will also be recorded at that same constant dollar rate. The differences arising from recording expenditure incurred during the financial period in euros at varying operational rates of exchange as compared with the constant rates will be recorded as gains or losses on exchange. Likewise, Member States' contributions in euros will be brought to account at the rate of exchange used to calculate the budget. The differences arising from recording Member States' contributions in euros received during the financial period at varying operational rates of exchange as compared with the constant rate will also be recorded as gains or losses on exchange. The net balance resulting from all gains and losses on exchange, including those mentioned above, under the General Fund at the end of the biennium shall be added to or deducted from Miscellaneous Income.

B. Extrabudgetary programmes

(k) The Director-General is authorized to receive funds, other than from Member States' assessed contributions, in order to implement programmes and projects consistent with the aims, policies and activities of the Organization and to incur obligations and make payments in respect of such activities in accordance with the rules and regulations of the Organization and the agreements made with funding sources.

Summary by Sector/Unit of regular programme and extrabudgetary activities

	Regular Budget		35 C/5 Approved	Extrabudgetary resources[1]
	Activities	Staff		
	$	$	$	$
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies				
1. General Conference (GC)	4 443 200	1 038 000	5 481 200	–
2. Executive Board (EXB)	6 127 600	1 696 600	7 824 200	–
Total, I.A	**10 570 800**	**2 734 600**	**13 305 400**	–
B. Direction	2 175 700	18 180 400	20 356 100	1 437 000
C. Participation in the Joint Machinery of the United Nations System	10 965 200	–	10 965 200	–
TOTAL, PART I	**23 711 700**	**20 915 000**	**44 626 700**	**1 437 000**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
Education Sector (ED)	56 175 700	62 360 000	118 535 700	62 008 300
Natural Sciences Sector (SC)	20 499 600	38 574 400	59 074 000	185 122 100
(of which IOC[2])	*3 449 900*	*6 037 300*	*9 487 200*	*8 683 600*
Social and Human Sciences Sector (SHS)	9 671 800	19 982 300	29 654 100	27 024 700
Culture Sector (CLT)	17 201 000	36 548 700	53 749 700	71 376 700
(of which WHC[3])	*4 573 200*	*7 759 100*	*12 332 300*	*21 106 400*
Communication and Information Sector (CI)	13 108 800	20 049 200	33 158 000	83 323 700
UNESCO Institute for Statistics (UIS)	9 128 600	–	9 128 600	–
Field – Management of decentralized programmes (BFC)	–	56 189 400	56 189 400	1 312 900
Total, II.A	**125 785 500**	**233 704 000**	**359 489 500**	**430 168 400**
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa (AFR)	1 044 400	3 631 900	4 676 300	2 861 300
2. Public information (BPI)	2 083 700	11 588 100	13 671 800	1 283 200
3. Strategic planning and programme monitoring (BSP)	1 435 000	6 345 000	7 780 000	558 400
4. Budget planning and management (BB)	507 700	4 332 200	4 839 900	3 106 800
Total, II.B	**5 070 800**	**25 897 200**	**30 968 000**	**7 809 700**
C. Participation Programme and Fellowships				
1. Participation Programme (PP)[4]	19 050 000	930 200	19 980 200	–
2. Fellowships Programme (FEL)	1 165 500	695 500	1 861 000	3 424 900
Total, II.C	**20 215 500**	**1 625 700**	**21 841 200**	**3 424 900**
TOTAL, PART II	**151 071 800**	**261 226 900**	**412 298 700**	**441 403 000**
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION				
A. External relations and cooperation (ERC)	3 076 700	14 590 300	17 667 000	5 945 600
B. Field management and coordination (BFC)				
– Headquarters	388 200	4 305 000	4 693 200	219 800
– Field offices: operating costs	19 865 200	–	19 865 200	450 000
C. Human resources management (HRM)	16 018 500	16 715 700	32 734 200	500 000
D. Accounting, treasury management and financial control (BOC)	1 429 400	9 107 400	10 536 800	1 827 200
E. Administration (ADM)	38 341 100	59 586 700	97 927 800	10 968 800
TOTAL, PART III	**79 119 100**	**104 305 100**	**183 424 200**	**19 911 400**
TOTAL, PARTS I-III	**253 902 600**	**386 447 000**	**640 349 600**	**462 751 400**
Reserve for reclassifications / merit-based promotions	–	2 000 000	2 000 000	–
PART IV – ANTICIPATED COST INCREASES	852 700	9 797 700	10 650 400	–
TOTAL, PARTS I-IV	**254 755 300**	**398 244 700**	**653 000 000**	**462 751 400**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

(2) The regular budget provision for activities of IOC includes the amount of $51,700 corresponding to IOC's share of HQs indirect programme costs for MP II.

(3) The regular budget provision for activities of WHC includes the amount of $53,700 corresponding to WHC's share of HQs indirect programme costs for MP IV.

(4) The running costs ($50,000) and staff costs of the Participation Programme Unit have been transferred from Part III.A – External relations and cooperation to Part II.C.1 – Participation Programme.

Section 1

Approved Programme and Budget

Part I – General Policy and Direction

Part I – 1

		Regular Budget				Extrabudgetary Resources[1]
			Activities	Staff	**35 C/5 Approved**	
			$	$	**$**	$
A.	**Governing Bodies**					
	Chapter 1	General Conference	4 443 200	1 038 000	5 481 200	–
	Chapter 2	Executive Board	6 127 600	1 696 600	7 824 200	–
		Total, Part I.A	**10 570 800**	**2 734 600**	**13 305 400**	**–**
B.	**Direction**					
	Chapter 3	Directorate	444 600	2 853 800	3 298 400	–
	Chapter 4	Office of the Director-General	414 600	5 995 900	6 410 500	622 600
	Chapter 5	Internal Oversight	1 033 800	5 039 300	6 073 100	814 400
	Chapter 6	International Standards and Legal Affairs	135 700	3 719 100	3 854 800	–
	Chapter 7	Ethics Programme	147 000	572 300	719 300	–
		Total, Part I.B	**2 175 700**	**18 180 400**	**20 356 100**	**1 437 000**
C.	**Participation in the Joint Machinery of the United Nations System**		10 965 200	–	10 965 200	–
		Total, Part I	**23 711 700**	**20 915 000**	**44 626 700**	**1 437 000**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Part I – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE					
	35 C/5 Approved				
General Policy and Direction	**DG**	**DDG**	**ADG/D/P/NPO**	**GS/L**	**Total**
General Conference					
Regular Budget Headquarters	–	–	3	1	4
Executive Board					
Regular Budget Headquarters	–	–	4	4	8
Direction					
Regular Budget Headquarters	1	1	49	26	77
Other funding sources	–	–	4	–	4
TOTAL Part I					
Regular Budget Headquarters	**1**	**1**	**56**	**31**	**89**
Other funding sources	–	–	4	–	4
GRAND TOTAL	**1**	**1**	**60**	**31**	**93**

Other funding sources: Includes posts financed from Programme Support Cost income and/or other Self-Financing Funds.

Items of Expenditure			Regular Budget			Extrabudgetary Resources[1]
			Activities	Staff	**Total**	
			$	$	**$**	$
A.	**Governing bodies**					
	Chapter 1	**General Conference**				
		I. Staff (established posts)		1 038 000	1 038 000	–
		II. Other costs:				
		External Audit Fees	434 000		434 000	–
		Participants (delegates) travel	80 000		80 000	–
		Interpretation, translation and documentation services	3 800 000		3 800 000	–
		Other costs relating to the functioning of the Conference	129 200		129 200	–
		Total, Chapter 1	**4 443 200**	**1 038 000**	**5 481 200**	**–**
	Chapter 2	**Executive Board**				
		I. Staff (established posts)		1 696 600	1 696 600	–
		II. Other costs:				
		Travel by Members of the Board	1 777 200		1 777 200	–
		Interpretation, translation and documentation services	3 600 000		3 600 000	–
		Other costs relating to the functioning of the Board	750 400		750 400	–
		Total, Chapter 2	**6 127 600**	**1 696 600**	**7 824 200**	**–**
		Total, Part I.A	**10 570 800**	**2 734 600**	**13 305 400**	**–**
B.	**Direction**					
	Chapter 3	**Directorate**				
		I. Staff (established posts)		2 853 800	2 853 800	–
		II. Other costs:				
		Temporary assistance	60 000		60 000	–
		Overtime	30 000		30 000	–
		Staff travel on official business	112 000		112 000	–
		Contractual services	10 000		10 000	–
		General operating expenses	108 000		108 000	–
		Supplies and material	105 000		105 000	–
		Furniture and Equipment	19 600		19 600	–
		Total, Chapter 3	**444 600**	**2 853 800**	**3 298 400**	**–**
	Chapter 4	**Office of the Director-General**				
		I. Staff (established posts)		5 995 900	5 995 900	622 600
		II. Other costs:				
		Temporary assistance	72 000		72 000	–
		Overtime	20 000		20 000	–
		Participants (delegates) travel	23 000		23 000	–
		Staff travel on official business	80 000		80 000	–
		Contractual services	15 000		15 000	–
		General operating expenses	122 000		122 000	–
		Supplies and material	40 500		40 500	–
		Furniture and Equipment	42 100		42 100	–
		Total, Chapter 4	**414 600**	**5 995 900**	**6 410 500**	**622 600**
	Chapter 5	**Internal Oversight**				
		I. Staff (established posts)		5 039 300	5 039 300	722 600
		II. Other costs:				91 800
		Temporary assistance	72 500		72 500	–
		Participants (delegates) travel	59 100		59 100	–
		Staff travel on official business	332 700		332 700	–
		Contractual services	463 300		463 300	–
		General operating expenses	40 200		40 200	–
		Supplies and material	19 500		19 500	–
		Furniture and Equipment	22 700		22 700	–
		Other expenditure	23 800		23 800	–
		Total, Chapter 5	**1 033 800**	**5 039 300**	**6 073 100**	**814 400**
	Chapter 6	**International Standards and Legal Affairs**				
		I. Staff (established posts)		3 719 100	3 719 100	–
		II. Other costs:				
		Temporary assistance	30 000		30 000	–
		Overtime	12 000		12 000	–
		Staff travel on official business	20 000		20 000	–
		Contractual services	4 700		4 700	–
		General operating expenses	40 000		40 000	–
		Supplies and material	16 000		16 000	–
		Furniture and Equipment	13 000		13 000	–
		Total, Chapter 6	**135 700**	**3 719 100**	**3 854 800**	**–**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Items of Expenditure			Regular Budget			Extrabudgetary Resources[1]
			Activities	Staff	**Total**	
			$	$	**$**	$
Chapter 7	**Ethics Programme**					
	I.	Staff (established posts)		572 300	572 300	–
	II.	Other costs:				
		Temporary assistance	15 000		15 000	–
		Overtime	5 000		5 000	–
		Staff travel on official business	20 000		20 000	–
		Contractual services	72 500		72 500	–
		General operating expenses	24 500		24 500	–
		Supplies and material	5 000		5 000	–
		Furniture and Equipment	5 000		5 000	–
		Total, Chapter 7	**147 000**	**572 300**	**719 300**	**–**
		Total, Part I.B	**2 175 700**	**18 180 400**	**20 356 100**	**1 437 000**
C.	**Participation in the Joint Machinery of the United Nations System**					
	1.	International Civil Service Commission	680 000		680 000	–
	2.	UN CARES and Dual Career and Staff Mobility Programme				–
		– UN CARES	100 900		100 900	–
		– UN Dual Career and Staff Mobility Programme	20 000		20 000	–
	3.	United Nations System High-Level Committee on Management:				
		– Human Resources Management Network	160 000		160 000	–
		– Finance and Budget Network	75 000		75 000	–
		– ICT Coordination activities	70 000		70 000	–
	4.	United Nations System High-Level Committee on Programmes	44 000		44 000	–
	5.	United Nations Joint Inspection Unit	450 000		450 000	–
	6.	Statutory contribution of the United Nations Department of Safety and Security	2 955 300		2 955 300	–
	7.	Security requirements of staff members in the field	5 900 000		5 900 000	–
	8.	Administrative Tribunal of the International Labour Organization	230 000		230 000	–
	9.	Malicious Acts Insurance Policy	280 000		280 000	–
		Total, Part I.C	**10 965 200**	**–**	**10 965 200**	**–**
		Total, Part I	**23 711 700**	**20 915 000**	**44 626 700**	**1 437 000**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Part I covers the following chapters relating to the General Policy and Direction of the Organization:

I.A – Governing bodies

Chapter 1 – General Conference
Chapter 2 – Executive Board

I.B – Direction

Chapter 3 – Directorate
Chapter 4 – Office of the Director-General
Chapter 5 – Internal Oversight
Chapter 6 – International Standards and Legal Affairs
Chapter 7 – Ethics Programme

I.C – Participation in the Joint Machinery of the United Nations System

00100 General Conference resolution 35 C/Res.2 for General Policy and Direction

The General Conference

1. *Authorizes* the Director-General

   (a) to implement the following plan of action:

      (i) organize in the most cost-effective manner the 36th session of the General Conference (October-November 2011) and five ordinary sessions of the Executive Board during 2010-2011;

      (ii) provide for the functioning of the Directorate and the chapters comprising the Direction of the Organization;

      (iii) contribute to the running costs of the joint machinery of the United Nations system;

   (b) to allocate for this purpose an amount of $23,711,700 for activity costs and $20,915,000 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in statutory reports, on the achievement of the following expected results:

   Internal Oversight

   (1) Risk management, control, compliance and value-for-money mechanisms strengthened in UNESCO;

   (2) Policy development and effectiveness and efficiency of programme delivery improved as a result of evaluations;

   (3) Accountability and adherence to rules and regulations in UNESCO strengthened;

   International Standards and Legal Affairs

   (4) Quality legal advice provided to the Organization and its governing bodies;

   (5) Organization's rights effectively protected;

   (6) Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of the interests of the Organization;

   (7) Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies;

   (8) Monitoring of the Organization's standard-setting instruments coordinated;

   Ethics Programme

   (9) Standards of conduct for the international civil service publicized and disseminated;

   (10) Voluntary disclosure channel established;

   (11) Hotline (whistleblower) protection policy created;

   (12) Financial disclosure policy and conflict of interest rules disseminated and implemented;

   (13) Training module on ethics developed and implemented on a mandatory basis for all staff;

3. *Further requests* the Director-General to report periodically in the statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

I.A – Governing bodies

Chapter 1 – General Conference

00101 The functions of the General Conference are defined by Article III.B of the Constitution. The Conference determines the policies and main lines of work of the Organization, takes decisions on programmes submitted to it by the Executive Board, adopts normative instruments in the fields of competence of UNESCO for submission to Member States and receives and considers reports from Member States thereon. It elects the Members of the Executive Board and a number of other international and intergovernmental bodies, as well as the Director-General. The functioning and structure of the General Conference are laid out in its Rules of Procedure.

00102 The General Conference meets in ordinary session once every two years. The 36th session will be held in October-November 2011 and will not last more than 16 working days. Its work will be organized upon the proposals by the Executive Board, on the basis of the decisions previously taken by the Conference as far as the organization of its work is concerned. It will be preceded by a Youth Forum.

00103 While the bulk of the budget goes to the organizational costs of the General Conference, these provisions also include the payment of the fees due the External Auditor, who is responsible to the General Conference for the audit of the accounts of the regular programme, the United Nations Development Programme and other extrabudgetary programmes, as well as the assistance provided by the Organization to certain categories of Member States and Associate Members for the official travel of one member of their delegations to sessions of the Conference, in order to ensure full participation in the General Conference.

Chapter 2 – Executive Board

00201 The functions and responsibilities of the Executive Board are derived primarily from the Constitution and from rules or directives laid down by the General Conference. On the one hand, it examines the programme of work of the Organization and corresponding budget estimates submitted to it by the Director-General, and then it submits them to the General Conference with its recommendations; on the other hand, it is responsible for the execution of the programme adopted by the General Conference, having regard to circumstances arising between two ordinary sessions of the Conference.

00202 During the 2010-2011 biennium, the 58 Members of the Executive Board will meet twice in 2010 and three times in 2011, including a very short session (1 day) after the 36th session of the General Conference. The meetings of the Executive Board (Bureau, plenaries, commissions and committees) are planned to last 70 days.

00203 Furthermore, pursuant to 155 EX/Decision 5.4 (Part C, para. 22) and to 169 EX/Decision 4.2, the Executive Board decided to hold, between sessions, information meetings between representatives of the States Members of the Board (or their alternates) resident in Paris and the Director-General.

00204 In addition, the representatives may carry out missions within the terms of a decision taken by the Executive Board. Representatives resident in Paris may make consultation visits to their governments before or after each session.

I.B – Direction

Chapter 3 – Directorate

00301 This chapter comprises primarily the posts and the functional costs of the Director-General and the Deputy Director-General.

Chapter 4 – Office of the Director-General

00401 The Office of the Director-General ensures the functioning of the Office and coordination of the following central services of the Organization which are dealt with in separate chapters of document 35 C/5: Coordination of action to benefit Africa (AFR), Public information (BPI), Strategic planning and programme monitoring (BSP), Budget planning and management (BB), Field management and coordination (BFC), Human resources management (HRM), the Bureau of the Comptroller (BOC) and the Ethics Programme. Each of these units, within its field of competence, undertakes activities and provides advice and services to the Directorate with a view to enhancing the effectiveness and maximizing the impact of the Organization.

Chapter 5 – Internal Oversight

Secretariat unit: Internal Oversight Service

00501 The Internal Oversight Service (IOS) provides a consolidated oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of the Organization. It is charged with providing assurance that programmes and plans are delivered efficiently and effectively, that strategic management information is reliable and timely, and that continuous improvements are fostered in methods, procedures and accountabilities so as to enhance the quality and impact of UNESCO's operations.

00502 IOS's strategic approach and work programme for audit flows from the application of a risk-based priority-setting model. Work programmes for evaluation flow from the Executive Board-approved evaluation strategy, which over time covers the key elements of UNESCO's evaluation universe.

00503 Within the consolidated oversight mechanism, functional objectives are as follows:

- Internal audit provides assurance and enhances risk management, control, compliance and economy in achievement of UNESCO's objectives through internal audits, reviews and assessments.
- Evaluation provides aims enhancement of policy development, improves programme efficiency and effectiveness, promotes organizational learning from evaluation, and strengthens accountability for results.
- Investigations promote accountability across UNESCO through professional fact-finding and recommendations for action regarding allegations of irregularities (e.g. fraud, waste, malfeasance and abuse of authority).

00504 In achieving these objectives, IOS will conduct an increasing number of joint projects (evaluation and audit, audit and investigation) to inform better management and increase impact where appropriate, in particular when missions are undertaken to UNESCO decentralized bodies. It will also promote a wider application of self-evaluation and self-assessment by Headquarters and field office staff. In achieving expected results, IOS will continuously manage and refine its quality assurance processes to align with best practices and will also monitor, support, and report on the implementation of IOS recommendations.

00505 ## Expected results at the end of the biennium

Risk management, control, compliance and value-for-money mechanisms strengthened in UNESCO

Performance indicators	*Benchmarks*
■ Cases resulting from internal audit products and services and development of learning and accountability (internal audit recommendations, TA, tools, guidelines) at Headquarters and by field offices	– *at least 6 cases involving Headquarters and/or field offices*

Policy development and effectiveness and efficiency of programme delivery improved as a result of evaluations

Performance indicators	*Benchmarks*
■ Improvements resulting from evaluation products and services, also strengthening learning and accountability (evaluation recommendations, TA, tools, guidelines) at Headquarters and by field offices	– *at least 6 cases involving Headquarters and/or field offices*

Accountability and adherence to rules and regulations in UNESCO strengthened

Performance indicators	*Benchmarks*
■ Cases resolved as a result of IOS investigations	– *at least 4 cases*

Chapter 6 – International Standards and Legal Affairs

00601 The Office of International Standards and Legal Affairs (LA) is a cental service reporting directly to the Director-General. The responsibilities of the Office are:

(i) to provide legal advice to the General Conference, the Executive Board and various meetings convened by UNESCO and to all the intergovernmental bodies established by the General Conference and the Executive Board and those established for the implementation of the conventions;

(ii) to answer legal questions arising for the Organization and concerning its Constitution, statutory texts and regulations, its privileges and immunities; the conclusion and application of agreements with Member States or other organizations and of contracts to which the Organization is a party;

(iii) to represent the Organization before the Administrative Tribunal of the International Labour Organization and other courts;

(iv) to assist in the drawing up and application of international standard-setting instruments and to exercise depository functions on behalf of the Director-General in relation to international treaties; and

(v) to serve as the secretariat of the Committee on Conventions and Recommendations of the Executive Board and of the Credentials Committee and the Legal Committee of the General Conference.

00602 The Office will continue to protect the Organization's interests and will continue to concentrate its efforts along two main lines:

(i) ensuring compliance with the Organization's rules, regulations and procedures;

(ii) pursuing improvements in the legal safety of activities carried out by the Organization.

00603 ## Expected results at the end of the biennium

Quality legal advice provided to the Organization and its governing bodies

Organization's rights effectively protected

Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of the interests of the Organization

Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies

Monitoring of the Organization's standard-setting instruments coordinated

Chapter 7 – Ethics Programme

00701 The World Summit Outcome Document, adopted by the General Assembly in October 2005, reaffirmed the need for an efficient, effective and accountable Secretariat, acting in a culture of accountability, transparency and integrity. While recognizing measures taken so far in the area of ethics, the Secretary-General was urged to pursue and intensify his efforts to reinforce ethical conduct. As a result, the United Nations Secretariat has put in place a comprehensive package of "ethics measures", which include policies (whistleblower protection, expanded financial disclosure, anti-fraud policy), training initiatives and has set up an Ethics Office to support the implementation of the Ethics Programme. UNESCO applies a policy of zero tolerance and suspected irregularities are systematically investigated by IOS. It is important to be able to provide an assurance that an ethical working environment exists in UNESCO. The objective of the Ethics Programme, which will be developed in line with the United Nations-wide initiatives and standards, is therefore to promote an ethical working environment in the Organization.

00702 The key elements of the Ethics Programme are as follows:

- **Code of conduct:** UNESCO will officially publicize and disseminate the revised Standards of Conduct for the International Civil Service, which include the promotion of shared ethical values across the whole United Nations system and define the behaviour and performance expected of international civil servants;
- **Voluntary disclosure channel:** this channel would allow staff to report suspected irregularities on a confidential basis;
- **Implementing a hotline ("whistleblower") protection policy:** to ensure that sufficient protection is provided for individuals to report misconduct or cooperate with audits or investigations, against retaliation;
- **Implementing a financial disclosure policy and conflict of interest rules:** to make more specific, clarify and disseminate the rules on financial disclosure and regarding conflict of interest;
- **Training on "ethics":** a training module will be developed by the Ethics Office, in consultation with HRM, which will be interactive and mandatory for all staff.

00703 ## Expected results at the end of the biennium

Standards of conduct for the international civil service publicized and disseminated

Voluntary disclosure channel established

Hotline (whistleblower) protection policy created

Financial disclosure policy and conflict of interest rules disseminated and implemented

Training module on ethics developed and implemented on a mandatory basis for all staff

I.C – Participation in the joint machinery of the United Nations system (JUNM)

00801 UNESCO, as part of the United Nations system and in accordance with the agreements entered into, which include appropriate financial and budgetary arrangements, contributes a share of the running costs. The budget provision of $10,965,200 included under Part I.C represents an indicative estimate. UNESCO's actual contribution to the running costs of the joint machinery will be known only when the different bodies decide upon their budgets and request payment from the participating United Nations system agencies. The JUNM's provisional budget is broken down as follows:

- International Civil Service Commission (ICSC): $680,000
- UN Cares and UN Dual Career and Staff Mobility Programmes
  - UN Cares: $100,900
  - United Nations Dual Career and Staff Mobility: $20,000
- United Nations System High-Level Committee on Management (HLCM)
  - Human Resources Management Network (PER): $160,000
  - Finance and Budget Network (FB): $75,000
  - ICT coordination activities (ISCC): $70,000
- United Nations System High-Level Committee on Programmes (HLCP): $44,000
- United Nations Joint Inspection Unit (JIU): $450,000
- Statutory contribution to the Department of Safety and Security (DSS): $2,955,300
- Security requirements of staff members in the field: $5,900,000
- International Labour Organization (ILO Administrative Tribunal and cases): $230,000
- Malicious acts insurance policy (MAIP): $280,000

Part II – Programmes and Programme-Related Services

II.A – Programmes

MP I

Education

Major Programme I

Education

ED 1

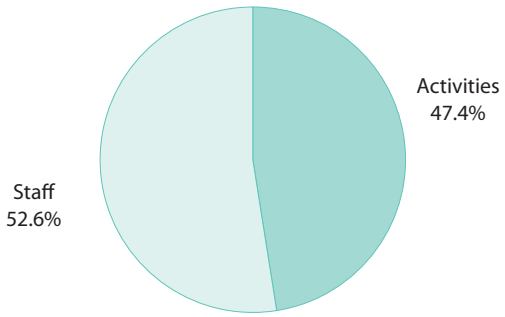
	Main Line of Action	Regular Budget		TOTAL 35 C/5 Approved	Extrabudgetary Resources[2]
		Activities[1]	Staff		
		$	$	$	$
MLA 1	Building blocks for EFA: literacy, teachers and work skills	14 447 500	17 448 000	31 895 500	17 136 700
MLA 2	Building effective education systems from early childhood care and education to higher education, and furthering lifelong learning	7 758 300	18 796 200	26 554 500	4 127 100
MLA 3	Sector-wide frameworks: helping governments to plan and manage the education sector	11 596 200	17 819 300	29 415 500	15 216 500
MLA 4	Leading the international education agenda, including education for sustainable development (ESD), and tracking trends	4 873 700	8 296 500	13 170 200	25 528 000
UNESCO education institutes[3]					
	UNESCO International Bureau of Education (IBE)	4 800 000	–	4 800 000	–
	UNESCO International Institute for Educational Planning (IIEP)	5 300 000	–	5 300 000	–
	UNESCO Institute for Lifelong Learning (UIL)	2 000 000	–	2 000 000	–
	UNESCO Institute for Information Technologies in Education (IITE)	900 000	–	900 000	–
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	2 500 000	–	2 500 000	–
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 000 000	–	2 000 000	–
	Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)[4]	–	–	–	–
	Total, UNESCO education institutes	17 500 000	–	17 500 000	–
	Total, Major Programme I	**56 175 700**	**62 360 000**	**118 535 700**	**62 008 300**

(1) Including HQs indirect programme costs for an amount of $627,200.
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.
(3) The amounts for education institutes represent the financial allocations from the regular budget and might be subsequently used for financing activities and/or staff. The institutes may also receive directly other extrabudgetary funds which are not included in this table.
(4) As per 35 C/Resolution 16, the cost of the post of the Director will be financed from within UNESCO's budget for 2010-2011.

Distribution of Resources

Total Resources (staff and activities)

Regular Budget



ED 2

DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

Implementing Region / Headquarters	35 C/5 Approved					
	Activities		Staff		Total	
	$	% weight	$	% weight	$	% weight
Africa *(including IICBA)*	13 944 100	32.3	10 777 700	17.3	24 721 800	23.4
Arab States	3 561 300	8.2	6 789 200	10.9	10 350 500	9.8
Asia and the Pacific	7 532 600	17.4	8 871 700	14.2	16 404 300	15.5
Europe and North America	234 500	0.5	1 169 900	1.9	1 404 400	1.3
Latin America and the Caribbean *(including IESALC)*	5 965 300	13.8	5 774 400	9.3	11 739 700	11.1
Total, Field	**31 237 800**	**72.4**	**33 382 900**	**53.5**	**64 620 700**	**61.2**
Headquarters	**11 937 900**	**27.6**	**28 977 100**	**46.5**	**40 915 000**	**38.8**
Subtotal	**43 175 700**	**100.0**	**62 360 000**	**100.0**	**105 535 700**	**100.0**
Global institutes (IBE, IIEP, UIL and IITE)(1)	13 000 000	N/A	–	N/A	13 000 000	N/A
TOTAL (Headquarters + Field)	**56 175 700**	**100.0**	**62 360 000**	**100.0**	**118 535 700**	**100.0**

(1) As the allocations for these institutes have a global reach and their distribution by region is not yet available, they are not included in the decentralization rate.

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

Region / Headquarters	35 C/5 Approved		
	ADG/D/P/NPO	GS/L	Total
Africa	41	–	41
Arab States	20	4	24
Asia and the Pacific	34	–	34
Europe and North America	4	–	4
Latin America and the Caribbean	23	–	23
Total, Field	122	4	126
Headquarters	78	53	131
TOTAL Posts funded from the regular budget	**200**	**57**	**257**
TOTAL Posts funded from PSC income	6	–	6
GRAND TOTAL (Regular budget + PSC income)	**206**	**57**	**263**

Major Programme I

Education

01000 General Conference resolution 35 C/Res.3 for Major Programme I

The General Conference

1. *Authorizes* the Director-General

(a) to implement the plan of action for Major Programme I, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples, and by focusing on the key areas of literacy, teachers, skills development for the world of work, and sector-wide education plans and policies, paying particular attention to education for sustainable development and fostering South-South cooperation as a key modality of action, in order to:

Biennial sectoral priority 1: Supporting the achievement of education for all (EFA)

(i) focus on three fundamental areas for achieving EFA – literacy, teachers, and skills for the world of work – with the potential to impact significantly the lives of learners and their communities and to advance inclusion, equity and human development. As lead agency for the United Nations Literacy Decade (2003-2012), UNESCO will support Member States in boosting their functional literacy rates, particularly through its Literacy Initiative for Empowerment (LIFE), and promote literacy on the education agenda. It will support Member States in the design and implementation of effective policies and systems for training and retaining teachers so as to meet current and future demand, in particular through the Teacher Training Initiative for Sub-Saharan Africa (TTISSA). As a third building block, the Organization will promote relevant technical and vocational education and training (TVET) and skills development for the world of work, within a broader framework of lifelong learning, while putting a strong emphasis on secondary technical education, especially for young people. It will concentrate its actions on upstream policy work, in particular by assisting in reforming TVET systems in targeted countries, as well as on promoting UNESCO's normative instruments in technical and vocational education and improving national statistical capacities for better monitoring of TVET systems. In each of these priority areas, particular emphasis will be placed on equity and gender issues;

(ii) provide capacity development, technical support and global leadership in the different stages of education from early childhood to the adult years, so as to support Member States in building, strengthening and managing effective education systems. Thus, UNESCO will support Member States both in improving their policies and systems in educational levels identified as national priorities for action, from early childhood care and education (ECCE) to higher education, and in enhancing the linkages between these different levels. Particular emphasis will be placed on improving access to and

the quality of education, including through open educational resources. Through the Associated Schools Project Network (ASPnet), UNESCO will identify and promote examples of good practice, including in the area of education for sustainable development, and enhance the visibility of UNESCO in the area of education;

(iii) support the development of sector-wide education frameworks by strengthening national capacities to plan and manage the education sector as a whole and to ensure that their education systems are of quality and equitable. Thus, UNESCO will directly support targeted Member States in preparing, renewing and managing the implementation of national sector-wide plans and inclusive policies in education using cutting-edge tools, with particular emphasis on gender, while at the same time supporting them to coordinate EFA at the country level. The Organization will also support Member States in integrating the principles of education for sustainable development in their policies and plans, and address transversal issues, such as HIV and AIDS, which impact on the whole education sector;

Biennial sectoral priority 2: Providing global and regional leadership in education, including through the implementation of recommendations of major international education conferences

(iv) continue to ensure global leadership and coordination of international efforts in education, including through the tracking of educational trends. UNESCO will coordinate international EFA partners in order to bring governments together to take decisions on major international policy issues in education and raise awareness on educational priorities defined by the United Nations. These will include, in particular, the coordination of the EFA process, the United Nations Literacy Decade (2003-2012) and the United Nations Decade of Education for Sustainable Development (2005-2014). In order to ensure that decisions are based on solid evidence, the Organization will provide governments and the international community with reports on trends regarding the status of legislation, policies, systems and participation in education around the world, in particular concerning progress as measured against internationally agreed development goals. This will include the continued promotion and monitoring of existing normative and standard-setting instruments in the field of education;

(b) to allocate for this purpose an amount of $56,175,700 for activity costs and $62,360,000 for staff costs;[1]

2. *Requests* the Director-General:

(a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;

(b) to report periodically to the governing bodies, in statutory reports, on the achievement of the following expected results:

MLA 1: Building blocks for EFA: literacy, teachers and work skills

(1) National capacities strengthened to plan, implement and manage quality literacy programmes, particularly through the Literacy Initiative for Empowerment (LIFE), building on an enhanced international coordination role of UNESCO for the United Nations Literacy Decade

(2) National capacities strengthened to train and retain quality teachers, particularly in Africa through the Teacher Training Initiative in Sub-Saharan Africa (TTISSA)

1 These appropriations include allocations for the category 1 UNESCO education institutes.

(3) TVET systems reformed and strengthened and capacity of Member States developed to equip youth and adults with knowledge, competences and skills for the world of work

MLA 2: Building effective education systems from early childhood care and education to higher education, and furthering lifelong learning

(4) National capacities strengthened in developing policies for early childhood care and education

(5) National capacities strengthened to plan, implement and manage basic education, mainly in Africa

(6) Secondary education systems renewed, in particular and as appropriate, through curricular reform and improved learning assessment of students

(7) National capacities strengthened in higher education policy formulation and reform, promotion of research and quality assurance

MLA 3: Sector-wide frameworks: helping governments to plan and manage the education sector

(8) National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations

(9) National capacities developed to integrate the principles, values and practices of sustainable development into education sector policies and plans as part of global efforts to strengthen education for sustainable development (ESD)

(10) National capacities strengthened to develop comprehensive education sector responses to HIV and AIDS through EDUCAIDS and related efforts

MLA 4: Leading the international education agenda, including education for sustainable development (ESD), and tracking trends

(11) Political and financial commitment mobilized to achieve the EFA goals through strengthened coordinated action of EFA partners and continued support to the regional initiatives/networks that serve as policy platforms

(12) Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies and reports such as the EFA Global Monitoring Report

(13) International coordination and partnership in support of the United Nations Decade of Education for Sustainable Development strengthened and the Bonn Declaration of the UNESCO World Conference on Education for Sustainable Development followed up

(14) Member States aware of the normative instruments in education and actively reporting on their implementation

(c) to report annually to the governing bodies, in the statutory reports, on the progress made to reinforce South-South and North-South-South cooperation in education, including through the South-South Cooperation Programme/Fund for Education;

(d) to report annually to the governing bodies, in the statutory reports, on the follow-up to the four major international conferences on education (the 48th session of the International Conference on

Education (ICE), the UNESCO World Conference on Education for Sustainable Development, the Sixth International Conference on Adult Education (CONFINTEA VI), the World Conference on Higher Education), as well as meetings of the High-Level Group on EFA;

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications, indicating specific demonstrated achievements for each main line of action;

4. *Requests* the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme I are also being fully achieved.

Major Programme I

Education

01001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:
Supporting the achievement of Education for All (EFA).

Biennial sectoral priority 2:
Providing global and regional leadership in education, including through the implementation of recommendations of major international education conferences.

Internationally agreed development goals and commitments

Six Education for All goals (Dakar 2000), which reaffirm commitments made in the World Declaration on Education for All (Jomtien, 1990).

United Nations Millennium Development Goals (MDGs), in particular MDGs 1, 2, 3 and 6.

United Nations World Summit Outcome Document (2005).

Plan of Action for the United Nations Literacy Decade (2003-2012).

International Implementation Scheme for the United Nations Decade of Education for Sustainable Development (2005-2014).

2007-2010 Strategic Framework for UNAIDS Support to Countries' Efforts to Move towards Universal Access.

Declaration and Programme of Action for a Culture of Peace related to the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010).

World Programme for Human Rights Education (2005-ongoing).

Conclusions and Recommendations of the 48th session of the International Conference on Education.

01002 Across the world, more children are in school than ever before. Since the World Education Forum in 2000, there have been sweeping increases in primary school enrolment and significant expansions of secondary education, particularly at the lower secondary level. Opportunities for girls and women to participate in formal and non-formal learning have improved in many countries. On all fronts, progress has been particularly marked in sub-Saharan Africa and in South and West Asia.

01003 However, there are serious challenges at hand. According to the *EFA Global Monitoring Report 2009*, a relatively large number of countries are far from achieving Education for All (EFA) by the target year of 2015. If trends continue, millions of children will be denied access to primary education. Indeed, 75 million children are still out of school, almost half of whom are in Africa. Conservative estimates suggest that 16% of the world's adult population, most of whom (64%) are women, are still functionally illiterate. Most countries in sub-Saharan Africa, South and West Asia and the Arab States have still not succeeded in eliminating gender disparities in primary and secondary education, and quality is low in many developing countries for those children who are in school.

01004 Uneven distribution of resources remains one of the greatest barriers to widespread success in school; great gaps can be observed not only in levels of student achievement between rich and poor countries, but also between rich and poor students within countries. Promoting equity in education is therefore

essential. Moreover, much of the learning that takes place in schools around the world does not prepare students to build better societies for our common future: societies built on understanding and tolerance, mutual assistance and cooperation, and respect for our planet. Addressing teacher shortages and providing better training to future and current teachers for both formal and non-formal education is therefore a pressing concern, as is the need to integrate better education aimed at creating the conditions for sustainable development in planning and policy (see paragraph 01014). At the core of all of these critical issues for EFA is inclusive education which is an approach responding to the diversity of learners and their needs. In response to these challenges, UNESCO will assist its Member States in reaching the goal of providing education to their populations and coordinate the EFA movement globally and at the country level.

01005 In 2010-2011, UNESCO will contribute to the creation of sustainable societies by accelerating progress towards the EFA goals. With EFA as its main priority, Major Programme I is designed to achieve 14 well-defined expected results. It will focus on a few priority areas and concentrate on supporting countries least likely to achieve EFA. At the same time, it will continue to address education in a holistic manner, by promoting a vision of inclusive lifelong learning that spans each of the different levels of education and considers both formal and non-formal approaches. This focus will be achieved in the following ways:

(a) by giving **priority to three themes: literacy, teachers and skills development for the world of work**. These priority areas have been identified as the building blocks for achieving EFA and the education-related MDGs most needed by UNESCO's Member States. They will be grouped into a single main line of action (MLA) with three expected results and receive approximately 37% of the total activity budget[1] for the programme;

(b) by providing solid assistance to Member States in designing cohesive and **effective sector-wide policies and plans**, as well as by significantly strengthening UNESCO's coordination role for EFA at the country level, with some 20% of the total activity budget[1] being allocated to these areas (expected result 8 in MLA 3). The International Institute for Educational Planning (IIEP) and the UNESCO Institute for Statistics (UIS) will be important technical arms in this regard;

(c) by earmarking US $6 million to provide assistance to **20 "target" countries** that are at greatest risk of not meeting the EFA goals by 2015, representing US $300,000 for each country. This will be financed principally through the increase in funds of US $5,4 million (in absolute values) to the activity budget for Major Programme I for the 2010-2011 biennium compared to 2008-2009. Extrabudgetary resources, for example the Capacity development for EFA (CapEFA) programme, will supplement the regular programme resources, with approximately US $15 million also targeting countries in this category each biennium. "Target" countries will be selected based on evidence, including development status, EFA Development Index (EDI) and post-conflict status. UNESCO's intervention in these countries will be based on national priorities and will focus exclusively on the four priority areas (literacy, teachers, skills development for the world of work and sector-wide policies). Additional "target" countries will be selected in coming biennia using the same criteria, or in this biennium if additional extrabudgetary funding is available. This focus on "target" countries will boost the programme's support to Africa, as more than half of countries selected for focus will be in that region;

(d) by reinforcing the **focus on Africa** as the priority region for implementation of Major Programme I in 2010-2011 (see paragraph 01015). Direct funding to activities in the region will be increased

1 This excludes the financial allocations to the institutes.

so that it represents some 32.3% of the total regular activity budget.[2] In addition, the financial allocation to the UNESCO International Institute for Capacity-Building in Africa (IICBA) will be increased by 20%. More than half of extrabudgetary funding from CapEFA will also go to Africa. This does not include the benefits to Africa of the global activities carried out by Headquarters and UNESCO's global education institutes. Furthermore, programme activities to achieve four expected results relating to literacy, teachers, basic education and HIV/AIDS and education (expected results 1, 2, 5, and 10) will provide special focus on the Africa region;

(e) by **aligning the UNESCO education institutes and centres** with Major Programme I as an important implementation arm, in particular in the fields of research, training and capacity development. In the 2010-2011 biennium, as shown in the related draft resolution, the programmes of these institutes contribute directly to one or several of the 14 Expected Results of Major Programme I. To improve implementation effectiveness and efficiency, the programme of the UNESCO International Institute for Capacity-Building in Africa (IICBA) will focus on providing technical backstopping to the implementation of the Teacher Training Initiative in sub-Saharan Africa (TTISSA), under the programme coordination of the Organization's Regional Bureau for Education in Africa (BREDA) based in Dakar. This will correspond to decentralizing the management of TTISSA from Headquarters to BREDA. Similarly, the programme of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) will be integrated into the overall programme of the Latin America and the Caribbean region, under the programme coordination of the Santiago-based UNESCO Regional Bureau for Education (OREALC). The role of the UNESCO International Centre for Technical and Vocational Education and Training (UNEVOC) will also be redefined within the framework of the newly developed Strategy on Technical and Vocational Education and Training (TVET). The UNESCO European Centre for Higher Education (CEPES) will be closed, with higher education in Europe being covered by Headquarters and resource savings being reallocated to IICBA and BREDA in Africa. At the request of the Romanian Government, the date of closure of UNESCO-CEPES will be deferred from 31 December 2009 to 31 December 2011. This will enable a feasibility study to be prepared for the possible creation of a UNESCO category 1 institute in Bucharest, fully funded by Romania, to replace the existing UNESCO-CEPES. During this two-year transitional period, the Centre will focus on higher education needs in the Central, Eastern and South-Eastern European subregion, and the Romanian Government will assume full financial support for the Centre to enable its operations;

(f) by concentrating on "**upstream**" work such as standard setting and policy and planning advice in order to achieve impact with its limited resources. There will also be increased synergy of action through clarification of the roles of Headquarters, the Regional Bureaux, the cluster and national offices, and institutes in order to avoid duplication and enhance effective delivery of assistance;

(g) by adjusting the **organizational structure, reporting lines** and **staff deployment** of the Education Sector in order to bring them into line with the priority areas so that the proposed programme can be implemented in an effective manner; and

(h) by directly reinforcing results achieved under the regular programme through a focused Complementary Additional Programme of **extrabudgetary activities**. The CapEFA programme provides a good example of this alignment. Extrabudgetary resources will also be used to strengthen networks and to develop a knowledge management system.

2 This excludes the financial allocations to the global institutes.

01006 With these elements firmly in mind, Major Programme I will be organized into two biennial sectoral priorities (BSP) in 2010-2011 that reflect the programme's emphasis on country-level action:

- Biennial sectoral priority 1: Supporting the achievement of Education for All (EFA); and
- Biennial sectoral priority 2: Providing global and regional leadership in education, including through the implementation of recommendations of major international education conferences.

01007 These biennial sectoral priorities will contribute to implementing the overarching objective set out in UNESCO's Medium-Term Strategy for 2008-2013 (34 C/4), "Attaining quality education for all and lifelong learning". The table below illustrates the structure of Major Programme I.

BSP 1: Supporting the achievement of Education for All (EFA)	
MLA 1: Building blocks for EFA: literacy, teachers and work skills	
Thematic areas	1. Literacy within the framework of the UNLD, with special emphasis on LIFE 2. Teachers, with special emphasis on TTISSA in Africa 3. TVET and skills development for the world of work
MLA 2: Building effective education systems from early childhood care and education to higher education, and furthering lifelong learning	
Thematic areas	1. Early childhood care and education 2. Basic education, mainly in Africa 3. Secondary education 4. Higher education
MLA 3: Sector-wide frameworks: helping governments to plan and manage the education sector	
Thematic areas	1. Education sector policy analysis, planning and management 2. Integrating education for sustainable development in sector-wide frameworks 3. Comprehensive education sector responses to HIV and AIDS through EDUCAIDS and related efforts, particularly in Africa
BSP 2: Providing global and regional leadership in education, including through the implementation of recommendations of major international education conferences	
MLA 4: Leading the international education agenda, including education for sustainable development (ESD) and tracking trends	
Thematic areas	1. EFA coordination 2. GMR and possibly other education reports 3. DESD coordination 4. Promotion and monitoring of normative and standard-setting instruments in education

01008 The two biennial sectoral priorities will be addressed through four Main Lines of Action (MLAs). These will enable UNESCO to achieve the right balance between actions undertaken to address specific national or regional areas of concern identified in a bottom-up process through the UNESCO National Education Support Strategy (UNESS) documents, and those designed to respond to critical international needs, as pinpointed by major studies such as the *EFA Global Monitoring Report* and building on the outcomes of the four major education conferences organized in 2008-2009 on inclusive education, ESD, adult education and higher education. Thus, UNESCO's action will be demand-driven and concentrated in areas where its comparative advantage is expressly recognized.

01009 Girls and women continue to lag behind in educational access and achievements. Within the two BSPs of this Major Programme, the need to guarantee equity in learning for children, youth and adults of both sexes (the "gender dimension") will therefore be emphasized (see paragraph 01016), adopting inclusive education as a key approach. In order to take advantage of the wealth of talent and competences available in developing countries and to facilitate the exchange of experiences among countries facing similar problems, South-South and triangular North-South-South cooperation will be emphasized as key operational modalities for designing and implementing activities (see paragraph 01017).

(a) The first main line of action will be "**Building blocks for EFA: literacy, teachers and work skills**". The Organization will help targeted Member States to boost their functional literacy rates, design and implement effective policies and systems for training and retaining enough teachers to meet current and future demand, and assist in reforming technical and vocational education and training (TVET) systems to ensure that good quality opportunities for acquiring skills for the world of work are made available to youth and adults. All three will require a particular emphasis on women: targeting adult women's literacy skills, women teachers and TVET for women.

(b) The second main line of action will be "**Building effective education systems from early childhood care and education to higher education, and furthering lifelong learning**". Under this MLA, and within a framework of lifelong learning, UNESCO will support Member States both to improve their policies and systems in educational levels identified as national priorities for action, including early childhood care and education, basic education, secondary education and higher education, and to enhance the linkages between these different levels. Particular emphasis will continue to be placed on access, quality and equity.

(c) The third main line of action will be "**Sector-wide frameworks: helping governments to plan and manage the education sector**". Through this MLA, UNESCO will directly assist targeted Member States in preparing, renewing and managing the implementation of national sector-wide plans and inclusive policies in education using cutting-edge tools, with particular emphasis on gender. It will also support countries in coordinating EFA at the country level. It will further help them to integrate the principles of education for sustainable development and address transversal issues that impact on the whole education sector such as HIV and AIDS.

(d) The fourth main line of action will be "**Leading the international education agenda, including education for sustainable development (ESD), and tracking trends**". Through this MLA, UNESCO will coordinate international EFA partners in order to bring governments together to take decisions on major international policy issues in education and raise awareness on educational priorities defined by the United Nations. These will include, in particular, the coordination of the EFA process and the United Nations Decade of Education for Sustainable Development (DESD, 2005-2014). In order to ensure that policy decisions are based on solid research findings, the Organization will provide governments and the international community with reports on trends that include evidence on the status of legislation, policies, systems and participation in education

around the world, in particular concerning progress, against internationally agreed development goals (IADGs). This will include the continued promotion and monitoring of existing normative and standard-setting instruments in the field of education.

01010 In order to carry out its clearing-house function more effectively, UNESCO will build an education knowledge management system for staff and Member States alike, with evaluated experiences summarized and available on the Internet in multiple language versions. This will require more resources than can be made available for the 35 C/5 and so will involve a combination of a planned approach and a search for extrabudgetary funds. A strong communication and advocacy strategy will underpin the knowledge management strategy and strengthen visibility of outputs.

01011 In 2010-2011, the Education Sector will lead two intersectoral platforms: on education for sustainable development, and on HIV and AIDS. It will also contribute to each of the 10 other intersectoral platforms: science education; contribution to the Mauritius Programme of Action for the Sustainable Development of Small Island Developing States (SIDS); fostering ICT-enhanced learning; strengthening national research systems; languages and multilingualism; contributing to the dialogue among civilizations and cultures and a culture of peace; support to countries in post-conflict and disaster situations; Priority Africa; UNESCO action to address climate change; and foresight and anticipation.

01012 UNESCO has seven category 1 institutes in education: the UNESCO International Bureau of Education (IBE); the UNESCO International Institute for Educational Planning (IIEP); the UNESCO Institute for Lifelong Learning (UIL); the UNESCO Institute for Information Technologies in Education (IITE); the UNESCO International Institute for Capacity-Building in Africa (IICBA); the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC); and the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the establishment of which was approved by the 35th session of the General Conference in 35 C/Resolution 16. The cost for the director's position for the MGIEP will be financed from within UNESCO's budget for 2010-2011. All other institutes will receive a total allocation of $17,500,000 from the regular budget of the Education Sector. Thus, as noted above, their contribution to the expected results of Major Programme I is set out in the individual strategies and the related resolutions. Moreover, throughout their work, the institutes will contribute to Major Programme I's focus on 20 target countries by increasing their programmatic actions linked to these countries as it is reflected in their respective strategies.

01013 In line with the recently-adopted UNESCO integrated comprehensive strategy for category 2 institutes and centres, the Education Sector will take all the necessary measures to enhance the coordination and strengthen cooperation between UNESCO's Education Sector and category 2 centres under the auspices of UNESCO working on education. These latter include the Asia-Pacific Centre of Education for International Understanding (APCEIU); the International Centre for Girls and Women's Education in Africa (CIEFFA); the Guidance, Counselling and Youth Development Centre for Africa (GCYDCA); the International Research and Training Center for Rural Education (INRULED); the Regional Centre for Educational Planning (RCEP); the South-East Asian Center for Lifelong Learning for Sustainable Development; and the Regional Centre for Early Childhood Care and Education in the Arab States.

01014

Education for sustainable development

Education that does not integrate the principles, values and practices of sustainable development will ultimately fall short of its goal to prepare individuals and communities for a secure and peaceful future. Education for sustainable development (ESD) therefore concerns all levels, settings and types of education. It prepares people from all walks of life to plan for, cope with and find solutions for issues that threaten the sustainability of our planet. It translates into daily decisions and actions to protect our future. It must therefore be conceived not as a stand-alone action, but rather as an integral part of any education system. The concept of ESD is therefore linked to key issues such as poverty reduction, sustainable livelihoods, climate change, human rights, gender equality, corporate social responsibility and the protection of indigenous cultures. Its holistic nature makes it a tool for the achievement of the Millennium Development Goals (MDGs) and the Education for All goals. ESD will therefore be integrated in many different levels of the work of Major Programme I. How this work will cut across the different Main Lines of Action of the programme is outlined below:

(a) As lead agency for the United Nations Decade of Education for Sustainable Development (DESD), UNESCO will, as part of MLA 4 (expected result 13), lead the global process to reorient education in support of sustainable development. It will strengthen international coordination and partnerships in support of the Decade, in particular by advocating for ESD among policy-makers, civil society and the private sector, including the media. In addition, the Organization will further the participatory global monitoring and evaluation process for the Decade in order to provide evidence to guide policy-making, programme design, the assessment of progress and the defining of future orientations.

(b) As part of MLA 3, UNESCO will provide technical assistance and capacity-building to Member States to improve the integration of ESD into tools for sector-wide planning and management (expected result 9). This includes the development of relevant ESD indicators and incorporation of ESD-relevant data into education management information systems for policy-makers. UNESCO will work on the development of global policy frameworks and guidelines for curriculum and programme development in areas of concern for ESD such as education on global sustainability challenges (climate change, food, natural resources) or citizenship education. Through the Associated Schools Project Network (ASPnet), ESD pilot projects and school campaigns will continue to be developed and implemented worldwide.

(c) At the country level, under MLA 2, technical assistance will be provided to Member States to develop more specific learning content and curricula in different areas of concern to ESD as part of early childhood care and education as well as primary and secondary school (expected results 4, 5 and 6). Similarly, UNESCO will also provide technical assistance to Member States to ensure that teacher training institutions (MLA 1, expected result 2) and TVET institutions (MLA 1, expected result 3) fully integrate the concepts of ESD into learning and teaching processes. UNESCO Chairs and UNITWIN networks will help identify and facilitate the exchange of good practices in ESD at the higher education level.

(d) Finally, the Education Sector will continue to lead the intersectoral platform on ESD, ensuring the coordinated involvement of all Major Programmes' efforts in this area. ESD is highly intersectoral; it can therefore concern a wide range of issues such as water resources, biosphere reserves, cultural diversity and World Heritage or emerging ethical and social challenges to development. In all these areas and others, UNESCO will help reorient education programmes and improve the wider public's understanding and awareness of these issues so as to contribute to a better, safer and more sustainable world.

01015

Global priority Africa

In 2010-2011, UNESCO will significantly step up its support to education in Africa. Approximately one third of the regular programme budget for activities[3] will be decentralized to the region, clearly demonstrating its priority status. In order to give a strong boost to the achievement of the EFA goals and education-related MDGs in African countries most in need, UNESCO will concentrate its resources for the continent on 12 (out of a total of 20 globally) "target" countries. Taken together, these "target" countries will receive US $3.6 million from the regular programme as well as an estimated US $10 million from extrabudgetary sources. Measures will also be taken to strengthen staff capacity in offices in charge of delivering support to the 12 "target" countries.

In addition to this increased financial and human resources support, UNESCO's programmes in education for the biennium have been designed in such a way as to concentrate support around challenges faced by Africa. The work undertaken by the Organization's field offices in Africa, under the coordination of the Regional Bureau for Education in Africa (BREDA) in Dakar, will therefore be supplemented by the global activities, overall guidance and technical backstopping delivered by Headquarters as well as by significant contributions from the six education institutes and UNESCO Institute for Statistics in their respective areas of expertise. A strengthened IICBA under the programme coordination of BREDA will play a key role in implementing the Teaching Training Initiative for sub-Saharan Africa (TTISSA). In addition, South-South cooperation will be a key modality for developing capacity and mobilizing resources.

At the same time, UNESCO will continue to accompany African Member States in implementing the Plan of Action (POA) for the Second Decade of Education for Africa (2006-2015). In this regard, the Organization will use its partnerships with the African Union Commission, Regional Economic Communities (RECs) and development partners to promote evidence-based policy dialogue and recommendations. Through its work with the Association for the Development of Education in Africa (ADEA), the African Development Bank, the World Bank and other development partner agencies including civil society organizations, UNESCO will further support and coordinate cooperation at the regional and subregional levels for the realization of country priorities and response to the global and regional development agendas.

3 This excludes financial allocations to the institutes

As one of the main strategic entry points for addressing the region's education priorities and needs as articulated in the Plan of Action for the Second Decade, UNESCO will concentrate on sector analysis and planning, including the development of education management information systems (EMIS); the Basic Education in Africa Programme (BEAP); and teacher development policy through TTISSA. Other priorities for the region will include the Literacy Initiative for Empowerment (LIFE), technical and vocational education and training, HIV and AIDS education, and higher education.

Expected results at the end of the biennium

National capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE, building on an enhanced international coordination role of UNESCO for the UNLD (expected result 1)

National capacities strengthened to train and retain quality teachers through TTISSA (expected result 2)

National capacities strengthened to plan, implement and manage basic education in Africa (expected result 5)

National capacities strengthened to develop comprehensive education sector responses to HIV and AIDS through EDUCAIDS and related efforts, particularly in Africa (expected result 10)

01016

Global priority gender equality

Gender issues play a major role in determining educational access and achievement. Worldwide, almost two thirds of countries with data had not achieved parity in secondary education by 2005. Taken overall, the number of countries with disparities favouring boys is about equal to the number of countries where enrolment disparities are in favour of girls. The *Global Monitoring Report 2009* shows that in most countries, once in school, girls tend to repeat less than boys and are more likely to finish primary school. However, in the poorest countries, getting and keeping girls in education is a major challenge. Although there has been progress, particularly in some countries in South and West Asia, their disadvantage remains critical. Girls and women in sub-Saharan Africa, the Arab States and South and West Asia need the greatest attention, especially in terms of access to and completion of primary education, secondary education and well-designed literacy training.

Countries that achieved gender parity in primary and secondary education by 2005 did so in many cases by integrating gender concerns into all educational actions while at the same time implementing specific support programmes targeted at girls. Indeed, governments and their partners must apply a holistic approach if they are to successfully address gender inequalities. UNESCO has therefore put gender equality considerations at the centre of its actions in education and developed for the Organization as a whole the Gender Equality Action Plan (GEAP) for 2008-2013. For education, the GEAP sets out six thematic areas for priority action: literacy; teachers; skills development for the world of work; sector-wide education planning and the right to education; education and HIV and AIDS; and education content and provision. During the 2010-2011 biennium, the Education Sector will pursue the objectives defined for it in the GEAP in two ways: first, by mainstreaming gender into all its activities; and second, by undertaking specific activities aimed at addressing gender inequalities.

(a) The principles of gender equality will therefore be integrated into each of the activities implemented by UNESCO education staff, many of whom were trained in gender mainstreaming during a house-wide exercise in 2005. In most cases, this will entail including a specific gender component within each activity. The promotion of gender sensitivity in the planning, management and implementation of literacy programmes under the programme of the Literacy Initiative for Empowerment (LIFE), including the development of gender-responsive literacy policies and programmes, is a case in point. Similarly, through the Teacher Training Initiative in sub-Saharan Africa (TTISSA), UNESCO will support countries in integrating gender perspectives in its work on teacher issues. These issues range from those that affect the teacher personally, such as their working conditions, status, management and professional development, to the way in which they take gender equality concerns into account in their teaching. Activities linked to educator training and support will also include components related to the development of gender-sensitive HIV and AIDS educational content and standards as well as support and care for infected and/or affected teachers that focus on the gender dimension, particularly in sub-Saharan Africa.

(b) Activities that explicitly target girls and women or boys and men will complement these gender mainstreaming actions. This will be ensured by identifying in each region gender-specific activities to be carried out in areas of particular need. Funding has been reserved for this purpose. Examples of the type of activities that could be carried out include assistance to countries to develop gender-sensitive teaching and learning materials that promote the equal participation of women and men in society and at work. The Organization could also support Member States in planning and implementing skills development programmes aimed at women and adolescent girls. Other actions include facilitating the sharing of practices to address violence against women and girls in educational settings.

Expected results at the end of the biennium

National capacities strengthened in designing and managing literacy policies and programmes targeting women and girls

Gender-sensitive teacher policies developed in Member States

National capacities strengthened to formulate policies that promote equitable access of girls and boys to secondary general and technical and vocational education

National capacities strengthened to prepare and manage sector-wide inclusive education plans and policies that are gender-sensitive and assure equitable access to education

01017

South-South cooperation in education

South-South and triangular North-South-South cooperation are increasingly recognized as effective means of accelerating progress towards EFA and the MDGs. Countries of the Global South are particularly aware of the opportunities presented by South-South cooperation (SSC). Within the United Nations, more concerted and innovative partnerships within a framework of SSC are also being called for. As a response to this, UNESCO has over the last years actively stepped up existing efforts to promote and facilitate SSC, in particular in education. In the 2010-2011 biennium, these efforts will be increased in Major Programme I through the various mechanisms presented below:

(a) SSC is first and foremost an implementation modality that will continue to be mainstreamed into most of the work undertaken by Major Programme I. This will be achieved by facilitating exchanges between developing countries and, where relevant, by helping Member States to adapt examples of good practices gleaned from others. To illustrate how UNESCO mainstreams SSC in its work, lessons learnt from a project in Guinea on the implementation of a national teacher training policy financed via the CapEFA programme will be shared in an interactive way with 11 TTISSA countries in the region so that they in turn can impact national policy in this area. The Sector will improve the visibility of this component of its work during the 2010-2011 biennium.

(b) Some 20 education networks are hosted by UNESCO in various regions and subregions, for example INNOVEMOS in Latin America and the Caribbean, or the Asia-Pacific Programme of Educational Innovation for Development (APEID), among many others. They constitute a real potential for increased SSC and efforts will be made to initiate linkages among some of them during this biennium. UNESCO's four Regional Bureaux for Education will play a key role in connecting the wealth of information available through these networks and communities of practice. Furthermore, they will be actively involved in ensuring that small island developing States (SIDS) facing similar education situations and challenges can connect and explore how to manage these challenges.

(c) In the 2010-2011 biennium, new and special SSC activities to promote exchange of experiences and best practice among South countries will be designed in each region. These activities will target, in particular but not exclusively, Major Programme I's priority areas of literacy, teachers and skills development for the world of work – all of which require focused attention in most developing countries. Specific reporting will be provided on these activities in the Director-General's biannual report to the Executive Board on the execution of the programme adopted by the General Conference (EX/4), including information on the activities of the many networks being coordinated by the Education Sector.

(d) In order to maximize the impact of the above-mentioned specific activities under each of the priority areas, their implementation will be complemented with a second set of activities to be funded by the South-South Cooperation Fund in Education established in 2007 and carried out in close coordination with the Group of 77 and China. Significant attention will also be given to promoting the Fund and facilitating the fundraising efforts of G77 and China, which translates the high priority given by UNESCO to promotion of SSC in all areas of its work.

(e) Within the framework of the E-9 Initiative, increased interest in using SSC as a means to achieve progress towards EFA goals is illustrated by the Bali Declaration, adopted at the Seventh E-9 Ministerial Review Meeting of March 2008, in which the education ministers of the E-9 countries agreed to step up their collaboration in various education subject areas.

01018 The plan of action for Major Programme I aims at the implementation of: (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of the Major Programme; as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 35th session of the General Conference:

10 Amendments to the Statutes of the Intergovernmental Regional Committee for the Regional Education Project for Latin America and the Caribbean (PRELAC)

11 Revision of the 1981 Regional Convention on the Recognition of Studies, Certificates, Diplomas, Degrees and other Academic Qualifications in Higher Education in the African States and the 1983 Regional Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Asia and the Pacific

12 Debt swaps for education

13 Draft strategy for the second half of the United Nations Decade of Education for Sustainable Development (2005-2014) and endorsement of the Bonn Declaration

14 Strategy to make the UNESCO International Bureau of Education (IBE) UNESCO's centre of excellence for curricula

15 World Conference on Early Childhood Care and Education

16 Establishment in New Delhi, India, of the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) as a category 1 institute

17 Establishment in the Philippines of the South-East Asian Centre for lifelong learning for sustainable development as a category 2 centre under the auspices of UNESCO

18 Establishment in the Syrian Arab Republic of a Regional Centre concerning Early Childhood Care and Education in the Arab States as a category 2 centre under the auspices of UNESCO

Biennial sectoral priority 1: Supporting the achievement of Education for All (EFA)

Main line of action 1: Building blocks for EFA: literacy, teachers and work skills

01019 Catalysing development through more and better learning opportunities for all requires firm action in key areas. For this reason, under its first main line of action (MLA 1), Major Programme I will emphasize three essential building blocks for EFA – literacy, teachers and skills for the world of work – that have been identified as areas where UNESCO's interventions are most needed. By concentrating on three "foundation" areas of education whose potential to impact radically on the lives of learners and their communities is incontrovertible, UNESCO will help countries to advance human development. Indeed, knowing how to read, write and count is vital in today's societies, yet an estimated 776 million youth and adults lack basic **literacy** skills. Having enough good **teachers** is critical to raising education levels and not having enough remains a major barrier to reaching EFA in many countries – an estimated 18 million more primary school teachers will be needed by 2015. Finally, to ensure the social and economic sustainability of their local communities, particularly in rural areas, individuals need practical **skills for the world of work** to support themselves and their families.

01020 This MLA is the top priority, with some 37% of all Major Programme I's activity budge[4] being allocated to it. It will have two main aims. The first will be to strengthen national capacities to develop and renew cohesive policies based on cutting-edge research in the three priority areas. This will be achieved at the global level through the preparation of studies and policy briefs, among other activities, and at the country level through targeted capacity-building of national staff for collecting data, conducting needs analyses and developing policies that take into account international norms and standards as well as recent findings. The second aim will be to help countries to better plan for, implement, monitor and evaluate the effective delivery of formal and non-formal education programmes in the priority areas. This will be done through closely accompanying the programme planning process and providing Member States with the knowledge and tools to continuously adapt and improve them. All actions carried out under this MLA will be designed in such a way as to take the particular needs of girls and women, youth, the poor and other marginalized groups such as rural inhabitants and indigenous peoples into account. Furthermore, as a contribution to each of the three priority areas, specific activities will be carried out using South-South cooperation as the modality of implementation.

01021 As explained in the introduction to Major Programme I, 20 target countries will be selected for priority action in 2010-2011. This will supplement the support provided to all countries under this MLA. Each of the 20 target countries will receive additional support to focus either on one area within this MLA or on sector-wide planning (see MLA 3, expected result 8 below). This support will be complemented by funding under the CapEFA programme and from other extrabudgetary sources.

3 This excludes financial allocations to the institutes

Literacy

01022 Within the framework of the United Nations Literacy Decade (UNLD), and through UNESCO's Literacy Initiative for Empowerment (LIFE), UNESCO will help Member States to boost their literacy rates. It will do so by motivating governments and civil society to pay more attention to literacy by assisting countries in formulating solid and evidence-informed policies, and by developing their capacity to deliver programmes of good quality, including through local languages. These actions will aim to achieve the objectives defined for the second half of the UNLD, which are: mobilizing stronger commitment to literacy; reinforcing more effective literacy programme delivery; and harnessing new resources for literacy. Work in the field of literacy will form an important part of the Organization's contribution to strengthening adult education within a lifelong learning perspective at the country level.

01023 Advocacy for literacy will target the entire range of stakeholders, particularly those outside the education community. Particular emphasis will therefore be placed on highlighting the importance of literacy at non-education events. Governments and the wider public will be encouraged to support and promote and invest in literacy through media-friendly actions such as the yearly UNESCO Literacy Prizes and International Literacy Day, contributions to Global Action Week and the interventions of well-known personalities such as the UNESCO Goodwill Ambassadors. High-level national decision-makers and donors will be addressed at relevant international fora such as the EFA High-Level Group and Working Group meetings. These activities will be complemented by specific actions to increase investment in literacy, in particular promotion of the UNLD Fund to Advance Global Literacy and support to research on the costs of illiteracy and the funding gap.

01024 National literacy policies will be improved primarily by bringing solid technical assistance to countries in assessing and monitoring national literacy levels, particularly through the Literacy Assessment and Monitoring Programme (LAMP); in mapping, monitoring and evaluating literacy and non-formal education at national level through UNESCO's Non-formal Education Management Information System (NFE-MIS); in carrying out needs analyses, particularly through LIFE, whose coordination will continue to be carried out by UIL, while the overall coordination of all literacy activities will be managed by Headquarters; and in designing gender-responsive policies, plans and strategies. South-South and triangular North-South-South cooperation will play an important role in this regard.

Teachers

01025 UNESCO will develop national capacities to design and implement viable policies concerning teacher education and training, recruitment, retention and issues of status and working conditions in line with the ILO/UNESCO Recommendation concerning the Status of Teachers (1966) and UNESCO Recommendation concerning the Status of Higher-Education Teaching Personnel (1997), including the impact of HIV and AIDS on teachers. It will highlight the crucial role of teachers in providing quality education through events such as World Teachers' Day. The Organization will also develop guidelines to assist teacher education institutions in mainstreaming education for sustainable development (ESD) as well as HIV and AIDS in teacher training programmes. Furthermore, it will support and house the secretariat of the Task Force on "Teachers for EFA", a voluntary global alliance of EFA partners working together to address the "teacher gap" and facilitate South-South and North-South-South collaboration on teacher issues. Moreover, UNESCO's work in ICT for education will focus particularly on teacher training. In particular, the Organization will support the appropriate and effective deployment of open and distance learning (ODL) and ICTs by developing national capacities in these areas.

01026 Through the Teacher Training Initiative for sub-Saharan Africa (TTISSA), which will be managed by UNESCO's Regional Bureau for Education in Africa (BREDA) and supported by Headquarters in

ensuring alignment with global development and innovation in teacher education, UNESCO will assist selected countries in formulating a national strategy, a policy document and an action plan for teacher training. Teacher policy and training programmes will be synchronized with national, subregional and regional development priorities. Thus, emphasis will be placed on analysing how existing national plans and commitments are reflected in policy, particularly as regards training opportunities for teaching personnel in non-formal education settings and training in crucial areas, such as science and mathematics, and in fulfilling the principles of inclusive education. The International Institute for Capacity-Building in Africa (IICBA), whose programme activities will be fully focused on TTISSA under the coordination of BREDA, will develop the capacity of Member States in this regard through open and distance learning and face-to-face training of trainers. To ensure that policy-makers have the latest information at hand, new information on the current situation will be generated and shared, including statistics on teachers, gender policy briefs, a directory of African teacher training staff, and a compendium of the texts governing teacher training in the various countries. A data bank on innovations in the field of teacher training will also be established. These will assist Member States in moving forward on their own priorities while ensuring that they are aware of and can contribute to the international sharing of new ideas, research findings, solutions, problems and initiatives.

Skills development for the world of work

01027 UNESCO was very active in the field of technical and vocational education during the last two decades of the twentieth century, with the Second International Congress on Technical and Vocational Education held in Seoul in 1999 marking the peak of the Organization's contribution. Almost 10 years after Seoul and Dakar, there is a new opportunity and global context for UNESCO to refocus on technical and vocational education and training (TVET) and skills development for the world of work. The relative success of universal primary education in developing countries over the last decade is translating into huge political pressure to expand both general and technical and vocational secondary education, while skills are increasingly seen as critical to labour market productivity and economic growth across the world. Skills development for the world of work has therefore become one of the four top priority areas in UNESCO's education programme.

01028 Guided by the newly developed Strategy for TVET, UNESCO, as the only United Nations agency whose mandate covers the development of the whole education sector, will promote TVET and skills development for the world of work, including the acquisition of entrepreneurship skills, within a broader framework of lifelong learning. Recognizing the multiple locations of technical and vocational skills development and that the Organization's niche lies with its cooperation with ministries of education, UNESCO will concentrate primarily on secondary and post-secondary TVET, as well as on TVET in non-formal settings. Its work will be divided into three core areas: (1) provision of upstream policy advice and related capacity development, (2) clarification of the concept of skills development and improvement of monitoring, and (3) clearing house-related actions and informing the global TVET debate.

01029 Under the first core area, the Organization will therefore support some 15-20 Member States to review and develop comprehensive national TVET policies according to their needs and priorities. Capacity development will be an integral part of this work. At the same time, UNESCO will promote harmonization of partners' interventions by systematically cooperating with relevant United Nations agencies such as the International Labour Organization, the World Bank and other partners, and by assisting Member States in coordinating all in-country partners. Other forms of cooperation, including South-South and triangular North-South-South cooperation, will also be facilitated.

01030 Under the second core area, UNESCO will establish a technical advisory mechanism involving key partners to clarify the definition of "skills", leading towards the identification of indicators for measuring progress. This work will be undertaken in close cooperation with the UNESCO Institute for Statistics (UIS). The impact of the Organization's normative instruments in the field of TVET – the Convention on Technical and Vocational Education (1989) and the Revised Recommendation concerning Technical and Vocational Education (2001) – will also be reviewed.

01031 Finally, under the third core area, UNESCO will revitalize the global UNEVOC Networks to improve information sharing and cooperation. Furthermore, standardized information on national TVET systems will be collected and made available to policy-makers. Thematic reviews on specific issues of major interest in the field of TVET, such as TVET and gender or TVET and sustainable development, will also be conducted.

Expected results at the end of the biennium

Expected result 1: National capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE, building on an enhanced international coordination role of UNESCO for the UNLD

Performance indicators
■ Number of countries having developed relevant and gender-responsive literacy policies that are an integral part of national education policies and plans
■ Number of operational literacy programmes at national level
■ Number of LIFE countries having developed a national implementation framework (LIFE Action Plan)
■ Number of financial and technical partners making increased investment in literacy
■ Number of literacy programmes specifically targeting women and girls
■ Number of countries that have undertaken literacy assessments along with comprehensive mapping of literacy learners, providers, and levels of literacy

Expected result 2: National capacities strengthened to train and retain quality teachers, particularly through TTISSA in Africa

Performance indicators
■ Number of teacher policies, strategies, plans and qualifications frameworks in teacher education developed and/or reviewed, including through a gender lens
■ Number of teacher training institutions reviewed to meet identified teacher development needs
■ Number of countries having incorporated ICTs in their teacher training programmes

Expected result 3: TVET systems reformed and strengthened and capacity of Member States developed to equip youth and adults with knowledge, competences and skills for the world of work

Performance indicators
■ Number of countries having reviewed their TVET policies
■ Level of cooperation between different partners working in the field of TVET
■ Existence of a shared understanding of the definition of skills
■ Number of countries using thematic reviews on TVET produced by UNESCO
■ Number of countries with improved access to equitable opportunities for TVET for boys and girls

Main line of action 2: Building effective education systems from early childhood care and education to higher education, and furthering lifelong learning

01032 Learning is a continuous process that begins at birth and continues until old age. Each step has important repercussions on the lives of individuals and societies. Not only does each stage lead learners to acquire new skills and knowledge, but the availability of education at a more advanced level is a significant factor motivating students to complete the level of education in which they are enrolled. Thus, an adolescent will be more likely to finish secondary studies if the possibility of further education and training is available. When designing their national education system, governments must therefore adopt a holistic vision that provides for learning throughout life, by taking into account each of the different stages of education and supporting a human rights-based approach. In order to ensure a smooth transition between the different levels, and as a follow-up to the 48th session of the International Conference on Education, Major Programme I will assist countries under its second main line of action (MLA 2) in building up the different levels of formal learning spanning from infancy to tertiary education.

01033 This MLA will complement MLA 1 by enabling UNESCO to bring targeted support to improve Member States' planning and delivery of education at levels where they have identified or anticipate a pressing need. This will primarily involve assistance in strengthening governments' capacity to plan, implement and manage effective and inclusive education of quality at each level. Four broad education levels have been identified for support: early childhood care and education (ECCE); basic education, mainly in Africa, which encompasses but goes beyond primary schooling; secondary education; and higher education. Global actions will include primarily the tracking of trends and the publication of good practices and guidelines in policy and learning content in order to provide Member States with cutting-edge knowledge on what works. In order to ensure focus and avoid the duplication of efforts already being made by other development actors, country-level actions under this MLA will be carried out on the basis of needs clearly identified in the UNESCO National Education Support Strategy (UNESS) document or, where such a document has not been developed, where an urgent need has been identified by the concerned Member State or UNESCO Regional Bureau. As is the case for MLA 1, actions undertaken within the framework of this MLA will pay particular attention to gender issues as well as to the needs of youth and marginalized groups such as the poor, rural and urban slum inhabitants, indigenous peoples and child workers. Through the Intersectoral Group on Holocaust Education, UNESCO will work to develop and promote pedagogical material on Holocaust remembrance education, for educational institutions,

teachers and students. It will develop a platform providing access to Holocaust remembrance resources. These actions will be undertaken with extrabudgetary funding.

Early childhood care and education

01034 Early childhood care and education (ECCE) programmes can support health and nutrition, improve cognitive development and provide children with the basic tools they need to learn. They are also a key to equity: although vulnerable children from poor and rural households stand to benefit the most, evidence suggests however that they are the least likely to participate in ECCE. UNESCO will therefore assist targeted countries to strengthen their capacities to plan, implement and manage early childhood care and education programmes. At the global level, it will do so by continuing to provide ECCE professionals and decision-makers with detailed analyses of policy options and reforms through the UNESCO Policy Briefs on Early Childhood series. More broadly, it will support dialogue and advocacy, in particular by contributing to the organization of the International Conference on ECCE to be held in Moscow, Russian Federation, in 2010. At the country level, UNESCO will provide assistance to targeted Member States in reforming their ECCE plans and policies and adapting their curricula to reflect recent findings in pedagogy, with a special focus on mother tongue instruction.

Basic education, mainly in Africa

01035 Although significant progress has been made, many children, often girls, still do not have access to good quality basic education. UNESCO will therefore advocate and provide policy advice for equality of educational opportunities for all and increased inclusion in education through access, retention and performance, targeting in particular children and youth from under-served regions or populations. Special attention will be given to language issues in basic education, particularly because of the proven correlation between the use of mother tongue and learning achievement during the first years of education. In this context, support will be given to Member States to strengthen their capacity to monitor learning achievement in primary education. UNESCO will also promote action-oriented research on issues related to the access to, and quality and governance of basic education around the world. In this regard, the Associated Schools Project Network (ASPnet) will function as a useful laboratory for the development of good practices.

01036 The need for enhanced provision of basic education is particularly great in Africa. Major Programme I will therefore concentrate on strengthening national capacities to plan, implement and manage quality basic education in this region. This will be carried out in line with the Kigali Call for Action (August 2007), which initiated the Basic Education in Africa Programme (BEAP). BEAP is a strategy to enhance policy dialogue for reform of education in Africa for a minimum of nine years including one to two years of pre-school. It ensures differentiated learning for a more inclusive education and an appropriate balance of learning outcomes including knowledge, skills, competencies, values and attitudes in the basic education curricula, including the promotion of life skills, mathematics, science and technology, entrepreneurship education, as well as counselling career guidance. In particular, BEAP supports countries in designing, developing and implementing balanced curriculum design as well as assessment and certification systems. These should be consistent with national priorities, ensure the necessary links between formal and non-formal education, and place an accent on the outcomes of learning for individuals, society and the economy. This includes the integration of learning on HIV prevention into basic education curricula.

Secondary education

01037 As growing numbers of children graduate from primary schools, many countries are shifting their attention towards expanding secondary education opportunities. Secondary school students today are more diverse in their backgrounds, needs and expectations than ever before. At the same time, the political, economic, social and environmental contexts are changing. To ensure that education is relevant and effective, UNESCO will therefore assist its Member States in renewing their secondary education systems in line with these new challenges and in ensuring close linkages between general secondary and technical vocational secondary education, while addressing gender disparity issues. This is particularly important as regards lower secondary, where the need is greatest. At the global level, it will do so by carrying out research and developing frameworks, policy papers, curricula guidelines and prototype learning content that fully integrate and promote the principles of sustainable development within the framework of the DESD. These will be developed in critical fields such as science education, environmental education, human rights education and HIV and AIDS education, among others. At all times, UNESCO will promote the acquisition of generic competencies such as problem-solving skills, creativity and interpersonal aptitudes as well as values such as peace, tolerance and responsibility. In this regard, the Associated Schools Project Network (ASPnet) will help in identifying examples of good practice and promoting them. At the same time, the Organization will strengthen the capacity of selected countries to revise their secondary education plans and policies and collaborate closely with other agencies such as the World Bank, particularly on education financing. UNESCO will continue to expand its database and clearing-house function, particularly in Asia and the Pacific, and propose policy-relevant data and information on secondary education for use by education practitioners involved in reviewing, formulating and implementing secondary education policies and reforms. Furthermore, it will propose assessment of secondary education reform as a consequence of its rapid expansion in selected countries. It will also foster innovation and examine ways of increasing access to secondary education, particularly for vulnerable and disadvantaged groups, and propose different policy options to policy-makers to realize equitable access. In order for Member States to carry out well-designed monitoring, particularly of the quality aspects of their expanded secondary education systems, UNESCO will assist in developing national capacities in monitoring learning achievement.

Higher education

01038 Many developing countries ascribe significant importance to improving locally available higher education opportunities. To respond to this demand, as a follow-up to the recommendations of the 2009 World Conference on Higher Education, UNESCO will strengthen national capacities in higher education policy and reform. In this regard, it will concentrate on widening access to quality higher education based on merit and equity, with a special focus on marginalized groups. Higher education is changing; UNESCO will continue to play a leading role in the reflection on its role and impact on development by tracking trends and identifying good practices. In particular, it will support countries to promote research and development, facilitate synergies between universities and other institutions of higher learning, and encourage knowledge-sharing across borders, including through support to the holding of the Seventh International Congress on Higher Education, "University 2010". Quality assurance in the cross-border provision of higher education as well as dialogue between exporting and importing countries will continue to be promoted with the help of the UNESCO/OECD *Guidelines for quality provision in cross-border higher education*. The Organization will also facilitate dialogue among key stakeholders in higher education, including through the UNITWIN/UNESCO Chairs programme. This will help a global higher education and research space to emerge, thus ensuring that the sub-sector contributes fully to building knowledge economies. At the country level, particularly in Africa, the Organization will assist targeted Member States in reforming their higher education systems and addressing specific areas of concern, such as the growth of the private sector, financing, quality assurance, the brain drain,

entrepreneurship and the links between higher education and sustainable development. UNESCO will continue to work collaboratively with the African Union's Department of Human Resources, Science and Technology in exploring the creation of centres of excellence as envisaged in the Plan of Action for the Second Decade of Education for Africa.

Expected results at the end of the biennium

Expected result 4: National capacities strengthened in developing policies for early childhood care and education

Performance indicators
■ Number of countries supported in reviewing ECCE policies, systems and curricula
■ Number of policy briefs, papers and guidelines produced to assist policy-makers to develop equitable access to quality ECCE
■ Number of countries with specific policy documents (SWAPs, PRSPs, ECCE policy documents) or integrating ECCE strategies in their education sector plan

Expected result 5: National capacities strengthened to plan, implement and manage basic education, mainly in Africa

Performance indicators
■ Number of countries where basic education policies have been reviewed to ensure equitable access opportunities for boys and girls
■ Number of countries where the nine-year uninterrupted education policy is inscribed in law and practice with particular emphasis on girls and women
■ Number of countries where curriculum review in basic education is initiated
■ Number of countries piloting multilingual education in formal education
■ Number of countries where learning assessment systems for primary education have been set up or reviewed

Expected result 6: Secondary education systems renewed, in particular and as appropriate through curricular reform and improved learning assessment of students

Performance indicators
■ Number of countries having renewed secondary education with assistance from UNESCO, emphasizing equity, relevance and quality
■ Number of countries having reviewed their science education policies to improve quality and increase the participation of disadvantaged groups, especially girls
■ Number of relevant research studies successfully completed and results disseminated, including through ASPnet
■ Number of countries where curricula for secondary education have been revised
■ Number of countries where learning assessment systems in secondary education have been improved
■ Good practices in education programmes and learning materials on Holocaust education (financed with extrabudgetary funds)

Expected result 7: National capacities strengthened in higher education policy formulation and reform, promotion of research and quality assurance

Performance indicators
■ Number of countries having established quality assurance mechanisms for the cross-border provision of higher education
■ Number of countries having revised higher education policies to reflect national needs and priorities
■ Number of well-functioning UNESCO Chairs/UNITWIN Networks on higher education

Main line of action 3: Sector-wide frameworks: helping governments to plan and manage the education sector

01039 A number of countries are facing major difficulties in achieving the EFA goals. For the most part, this is because they lack institutional capacity in key areas: for preparing robust and credible education sector plans, programmes and projects; for managing financial, human and information resources; and for monitoring developments. For this reason, under its third main line of action (MLA 3), UNESCO will help strengthen Member States' capacity in planning and managing education systems within a sector-wide framework. In particular, it will support them to develop sector plans and policies that bring together the different levels and types of learning into a coherent whole, ensuring greater efficiency and better links between programmes.

01040 MLA 3 will achieve this by carrying out two kinds of broad actions. The first set of actions (expected result 8) will be a priority of Major Programme I, together with actions under MLA 1. It will involve assisting countries in developing sector plans and policies that bring together the different levels and types of learning into a coherent whole, ensuring greater efficiency and better links between programmes. This holistic vision of educational planning will help donors to adopt common approaches to programme support under the leadership of the national government and engage all stakeholders around the education plan. Indeed, the aid effectiveness agenda of the international community defines new directions for cooperation in education between governments and donors at the country level. In the light of this changing aid architecture, the coordination of national EFA partners is becoming ever more important. UNESCO will therefore actively take advantage of opportunities such as the EFA-Fast Track Initiative (EFA-FTI), the Accra Agenda for Action, the United Nations reform process and the MDG Africa Initiative to enhance country-level collaboration among and beyond the five EFA convening agencies within the agreed framework of the EFA Global Action Plan (GAP). Through the second set of actions under MLA 3 (expected results 9 and 10), UNESCO will help countries to revise their education policies and plans by integrating within them responses to cross-cutting issues that impact on the entire education sector and contribute to sustainable development.

Sector-wide policy formulation and planning

01041 The first set of actions under this MLA will therefore aim to support some 20 countries to strengthen their institutional capacity for education sector management at the central and local levels, including for post-conflict and post-disaster situations, in line with UNESCO's capacity development strategy paper. The International Institute for Educational Planning (IIEP) and the UNESCO Institute for Statistics (UIS) will play especially important roles in this regard. In particular, support will be provided in the area of sector analysis and the preparation of credible strategic and operational plans through the use of tools such as policy simulation and education management information systems (EMIS). For this purpose, national capacities will also be strengthened to collect, process, analyse and use data for monitoring. Other key areas of assistance will include: financial planning and management; education personnel policy and management (together with TTISSA); education reform; and monitoring, evaluation and assessment of the implementation of education sector plans and policies. Delivering education in situations of crisis and/or fragility is particularly difficult; UNESCO will therefore continue to place a special focus in its work under this MLA on strengthening national capacities for planning and managing system-wide educational recovery and reconstruction in such situations, as well as on supporting countries to integrate measures aimed at conflict and disaster prevention and preparedness.

01042 Efficient use of resources is a major criteria for good management of education systems. Support will therefore be provided to government counterparts on donor coordination and fundraising, including within the EFA-FTI. UNESCO will also play an active role in promoting national education priorities within the Common Country Assessments/United Nations Development Assistance Frameworks (CCA/UNDAF) and United Nations reform processes. In this way, it will help to focus and coordinate aid interventions at the country level, in particular through strengthened coordinated action among the five EFA convening agencies within the framework of the GAP. UNESCO will further reinforce its internal programming mechanisms by ensuring that the actions carried out under Major Programme I are aligned with national priorities through the continued development and updating of UNESCO Education Support Strategy (UNESS) documents. Efforts will be made to synchronize UNESS documents with CCA/UNDAFs under preparation.

01043 At the global level, guidelines, toolkits and practical instruments will be prepared to facilitate country-based support for national educational planning and sector management. National education policies and management practices will be assessed in an attempt to increase the knowledge base available to

countries and provide practical insights useful for national policy and management reforms. Cooperation will be sought with other agencies, especially in the fields of policy design, institutional analysis, financial planning and management in the context of public sector reforms, aid effectiveness, human resource management and EMIS, in an attempt to maximize the resources available for support to countries.

01044 Furthermore, as a follow-up to the 48th session of the International Conference on Education, inclusion across the education sector will be supported through actions aimed at assisting Member States to develop and monitor inclusive policies and to integrate a human rights-based approach in education plans.

Integrating education for sustainable development into education sector policies and plans

01045 The United Nations Decade of Education for Sustainable Development (DESD) affirms the need to integrate sustainable development into education systems at all levels in order for education to be a key agent for change. It seeks to stimulate governments around the world to renew their educational policies and practices in line with the tenets of sustainable development. Reaching these goals requires raising governments' awareness of the importance of sustainable development and the role of education in achieving it, and equipping them with the tools and capacity to implement it in their countries.

01046 One of the key tasks of UNESCO in its role as lead agency for the DESD is to strengthen capacities of stakeholders and to provide Member States with recommendations to enable them to promote and improve the integration of the principles, values and skills of sustainable development into their educational policies, plans and programmes. Thus, UNESCO will promote education for sustainable development as an integral part of national education plans and provide global policy frameworks and content guidelines in areas of concern to education for sustainable development, including awareness-raising on climate change and the reinforcement of policies and programmes in teacher education.

01047 In particular, UNESCO will test and enhance the "Education for Sustainable Development Lens" that it has prepared to support policy-makers and practitioners in Member States to initiate the process of reorienting education, particularly formal education, towards sustainability. A whole-system approach to ESD involves the close integration of the aims of education with the broad span of cultural, social, economic and environmental policies for sustainable development. The ESD Lens assists with the re-visioning of some of the key relationships underlying and influencing learning and education.

Developing comprehensive education sector responses to HIV and AIDS

01048 UNESCO, in its role as a UNAIDS cosponsoring agency and as lead agency in the UNAIDS division of labour for HIV prevention with young people in educational institutions, will strengthen and expand country capacities to prepare policies and plans in response to HIV and AIDS through EDUCAIDS. Through EDUCAIDS, one of UNESCO's three core initiatives to achieve EFA, UNESCO will emphasize the importance of moving towards a holistic, sector-wide view of the impacts and challenges of HIV and AIDS, and the development of all components, modalities and capacities of the education system to address and mitigate these impacts. These efforts will draw on existing partnerships and collaborations including TTISSA and LIFE, the UNAIDS Inter-Agency Task Team (IATT) on Education, convened by UNESCO, and partners supporting UNESCO's Global Programme on Sex, Relationships and HIV/STI Education. Activities will draw on established best practice and will further dialogue and understanding around the role of education in national AIDS responses by generating documents, experiences and research which can be shared among Member States.

Expected results at the end of the biennium

Expected result 8: National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations

Performance indicators
■ Number of countries where institutional capacities are strengthened in the field of education policy review, sector analysis and planning, guided by UNESCO's capacity development strategy paper
■ Number of countries with sector-wide policies aimed at promoting inclusive educational opportunities of quality for children and youth from marginalized groups, including indigenous peoples, rural inhabitants and those living with disabilities
■ Number of countries where national capacities to undertake monitoring and evaluation, including learning assessments, have been strengthened
■ Number of countries with sector-wide policies aimed at promoting educational opportunities of quality for girls and women
■ Number of countries where national capacities are strengthened for planning and managing system-wide educational recovery and reconstruction in situations of crisis and/or fragility

Expected result 9: National capacities developed to integrate the principles, values and practices of sustainable development into education sector policies and plans as part of global efforts to strengthen ESD

Performance indicators
■ Number of countries with sector-wide policies that include education for sustainable development
■ Number of training workshops with policy-makers and practitioners to test ESD Lens prototype materials

Expected result 10: National capacities strengthened to develop comprehensive education sector responses to HIV and AIDS through EDUCAIDS and related efforts

Performance indicators
■ Number of national AIDS strategies that fully integrate the education sector as part of the country response
■ Number of countries supported to deliver comprehensive education sector responses through plan preparation, policy development/review, teacher training and curriculum development/review
■ Number of countries accessing and using studies, normative guidance and other "good practices" developed by UNESCO on education sector responses to HIV and AIDS

Biennial sectoral priority 2: Providing global and regional leadership in education, including through the implementation of recommendations of major international education conferences

Main line of action 4: Leading the education agenda, including education for sustainable development (ESD) and tracking trends

01049 In a world threatened by economic crisis, environmental disaster, social unrest and conflict, there is growing global consensus that the international community must unite to prepare for a better common future. Education is at the centre of the development process; our ability to generate well-educated societies built on lifelong learning will be a critical factor in overcoming the challenges we face. At a time when commitment to international development goals may be tested, it is essential that we convince governments to maintain, if not increase, their support to education. Under the fourth main line of action (MLA 4), UNESCO will therefore lead the international education agenda by monitoring the state of education worldwide and guiding the international community's response to it by harnessing partnerships and improving support mechanisms.

01050 MLA 4 will therefore bring together actions undertaken at a global or regional level to coordinate education processes. Broadly, this will involve taking stock of political commitments and legal obligations, appraising progress against the targets set through solid research, advocating where necessary among a range of different stakeholders for a redoubling of efforts to achieve them, and helping relevant partners to put the necessary measures and structures in place to meet them. This will include actions aimed not only at the international education community, but also at other relevant actors such as ministries of finance, labour and trade. In this regard, emphasis will be placed on EFA, the Decade of Education for Sustainable Development (DESD) and UNESCO's normative and standard-setting instruments in the field of education.

Global and regional coordination of Education for All

01051 In Dakar, governments pledged to ensure that no country seriously committed to basic education would be thwarted in achieving the EFA goals due to lack of resources; yet a funding gap of at least US $7 billion per year remains. The Organization will therefore mobilize the political and financial commitment to achieve the EFA goals through strengthened coordination of partners. This will be achieved by mobilizing the EFA High-Level Group and the EFA Working Group to respond to the evidence presented by UNESCO in research publications and world education reports and by others. In particular, they will maintain EFA on the international and national agendas and, in line with the Accra Agenda for Action, promote efficient spending by harmonizing aid and facilitating the exchange of good practices in policy and programmes at the highest decision-making levels. These actions will target a range of actors, including those in non-education fields such as finance. Cooperation will also be strengthened with regional groupings that serve as policy platforms, such as the African Union (AU), the Arab League Educational, Cultural and Scientific Organization (ALECSO), the Southeast Asian Ministers of Education Organization (SEAMEO) and the Regional Education Project for Latin America and the Caribbean (PRELAC), as well as other groupings of countries such as the E-9, to catalyse cooperation towards achieving the EFA goals. It will also develop better links between the global coordination role and the important EFA coordination taking place at the country level under MLA 3 (expected result 8), as well as better linkages between the GAP and OECD/DAC processes. Furthermore, UNESCO will increase its role in global processes and donor coordination frameworks including the EFA-FTI, paying special attention to new and emerging donors in support of EFA.

Global Monitoring Report and other education reports

01052 UNESCO will continue to track global and regional trends in education, in particular through the *EFA Global Monitoring Report* (GMR). This latter will inform the EFA Working Group and EFA High Level Group and serve as evidence for the development of coordinated international action, while also informing policy-makers at the national level. Building on previous GMRs, the 2011 and 2012 issues will continue to analyse the success – or failure – of public policy responses to major issues in education.

01053 Other world reports relating to higher education (building on the outcomes of the 2009 World Conference on Higher Education), TVET, the right to education and secondary education are currently being considered and will contribute to this result if sufficient extrabudgetary funding is provided. As a follow-up to its 2007 publication, *Education under Attack*, UNESCO will also deepen the evidence base on the incidence and consequences of violent attacks against schools and other centres of learning, students, education personnel, education trade unionists and humanitarian and development education workers.

United Nations Decade of Education for Sustainable Development

01054 Within the framework of the United Nations Decade of Education for Sustainable Development (DESD), UNESCO will mobilize governments to put sustainable development at the centre of their actions in education. It will do so by coordinating the major actors of the Decade and raising awareness of its importance, in particular by submitting a mid-Decade report on implementation to the United Nations General Assembly in 2010. Furthermore, guided by the DESD International Implementation Scheme, the UNESCO Action Plan for DESD and the recommendations from the Bonn World Conference on the Mid-term Review of ESD, the Organization will play a catalytic role in building dialogue and consensus to facilitate the work of the Decade, in order to significantly enhance its impact and focus.

01055 In collaboration with other partners, and closely tied to the activities on integrating ESD in national sector plans and policies under MLA 3 (expected result 9), UNESCO will strengthen advocacy for the DESD and the importance of learning for sustainability, including ICT and the media. Using established networks such as the UNESCO Chairs and ASPnet to identify, develop and facilitate the exchange of good practices in ESD, it will reinforce partnerships so that stakeholders work together in promoting ESD for maximum impact. Finally, it will further the participatory Monitoring and Evaluation (M&E) process for the DESD in order to provide valuable evidence for future decisions and demonstrate the overall important contribution of ESD to improving the quality of education.

Normative and standard-setting instruments

01056 One of UNESCO's important functions is standard-setting. In 2010-2011, UNESCO will seek to strengthen the links between its normative instruments and their reflection in national legislation and practices, with the major aim of helping Member States to strengthen the right to education. UNESCO will therefore continue to help Member States to translate international obligations into national legislation and policy and to enhance awareness on key challenges such as gender issues, while also producing research and studies in cooperation with professional bodies. Collaboration with United Nations treaty bodies, in particular the work of the Joint Expert Group, will be strengthened and monitoring mechanisms reinforced along with a ratification campaign. In accordance with UNESCO's long-term plan for the monitoring of normative instruments, in 2010-2011 the Organization will also monitor and report on the implementation of three normative instruments: the 1993 Recommendation on the Recognition of Studies and Qualifications in Higher Education (in 2010); the 1966 Recommendation concerning the Status of Teachers (in 2011); and the 1997 Recommendation concerning the Status of Higher-Education Teaching Personnel (in 2011). The draft texts for the revision of the 1981 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in the African States and the 1983 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Asia and the Pacific developed by the Drafting Groups of the Regional Committees of these Conventions will also be submitted for consideration and adoption by intergovernmental conferences convened by UNESCO during the biennium. UNESCO will also commission an independent study on the impact of the two normative instruments relating to TVET: the Convention on Technical and Vocational Education (1989); and the Revised Recommendation concerning Technical and Vocational Education (2001).

Expected results at the end of the biennium

Expected result 11: Political and financial commitment mobilized to achieve the EFA goals through strengthened coordinated action of EFA partners and continued support to the regional initiatives/networks that serve as policy platforms

Performance indicators
■ Number of countries where EFA partners work well together
■ Number of countries with endorsed sector programmes in the EFA-FTI by 2011
■ Decrease in the estimated annual EFA financing gap
■ Level of visibility of EFA in regional ministerial policy platforms such as PRELAC, SEAMEO and others

Expected result 12: Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies and reports such as the EFA Global Monitoring Report

Performance indicators
■ Number of regional/national events organized around the Global Monitoring Report in each region
■ Number of copies printed in international and national languages and disseminated

Expected result 13: International coordination and partnership in support of the United Nations Decade of Education for Sustainable Development (DESD) strengthened and the Bonn Declaration of the UNESCO World Conference on Education for Sustainable Development followed up

Performance indicators
■ Number of ESD networks and alliances as well as inter-agency partnerships created and active
■ Number of learning and advocacy resources for ESD developed and disseminated

Expected result 14: Member States aware of the normative instruments in education and actively reporting on their implementation

Performance indicators
■ Number of countries aware of, making use of and applying the UNESCO/ILO normative instruments concerning the status of teachers and teaching personnel
■ Number of joint UNESCO/ILO focused studies commissioned to inform the 10th meeting of the CEART
■ Number of countries where national legislation reflects the principles and norms of the right to education
■ Number of countries that adopt revised regional conventions for the mutual recognition of academic qualifications

UNESCO category 1 institutes in education[1]

01101 UNESCO's six category 1 institutes in education other than the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP): the UNESCO International Bureau of Education (IBE); the UNESCO International Institute for Educational Planning (IIEP); the UNESCO Institute for Lifelong Learning (UIL); the UNESCO Institute for Information Technologies in Education (IITE); the UNESCO International Institute for Capacity-Building in Africa (IICBA); and the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), have full functional autonomy, which allows them to have greater flexibility and increased capacity to provide Member States with effective and efficient services. They are nevertheless integrally linked to Major Programme I, and work towards the same objectives and priorities as the Education Sector. Their roles are unique and provide an important contribution to the achievements of the Programme.

01102 One of the key strategies of document 35 C/5 is to create increased programme focus and improve synergies between all key players. While the institutes may cover a wider spectrum of education areas, have specific expected results and have their work presented in separate resolutions, each resolution outlines the Institute's key contributions to one or more of the expected results for Major Programme I. Moreover, throughout their work, the institutes will contribute to Major Programme I's focus on 20 target countries, by providing technical assistance and backstopping coordinated by the concerned UNESCO field office. The programme strategies and expected results of each of the institutes are presented individually below.

1 This section refers only to the resolutions of the following six category 1 institutes in education: IBE, IIEP, UIL, IITE; IICBA and IESALC. The reference to the resolution adopted by the General Conference (35 C/16) concerning the establishment of the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) is to be found under paragraph 01018.

UNESCO International Bureau of Education (IBE)

01103 General Conference resolution 35 C/Res.4 for (IBE)

The General Conference,

Acknowledging the report of the UNESCO International Bureau of Education (IBE), for the 2008-2009 biennium,

Recognizing the importance of maintaining the functional autonomy of the Bureau in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes* and values the important contribution of IBE to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the key area of curriculum development, through the:

   (a) provision of capacity development and technical assistance to curriculum specialists in Member States in the area of content, methods, policies and processes of curriculum development for quality education;

   (b) contribution to the promotion and renewal of international dialogue on educational policies and curriculum development, in particular through production of knowledge on education systems, existing curricula, curriculum development processes, good practices and innovations in teaching and learning, and through follow-up actions to support the implementation of the recommendations of the 48th session of UNESCO's International Conference on Education on the theme of "Inclusive Education: The Way of the Future";

2. *Requests* the IBE Council, acting in conformity with the Statutes of the Bureau and with this resolution, when approving the Bureau's budget for 2010-2011:

   (a) to ensure that the objectives and activities of IBE correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;

   (b) to consolidate and develop the programmes and projects of IBE with the aim of contributing to the achievement of the expected results of Major Programme I as listed in paragraph 6 below;

   (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IBE may accomplish its mission;

3. *Authorizes* the Director-General to provide support to IBE by granting a financial allocation under Major Programme I for a total amount of $4,800,000;

4. *Expresses its gratitude* to the Swiss authorities, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of IBE, and invites them to continue their support for 2010-2011 and beyond;

5. *Appeals* to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of the Bureau's activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;

6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IBE to the achievement of the following expected results of Major Programme I:

   - National capacities strengthened to plan, implement and manage basic education, mainly in Africa (MLA 2 – expected result 5);
   - Secondary education systems renewed, in particular and as appropriate through curricular reform and improved learning assessment of students (MLA 2 – expected result 6);
   - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
   - Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies and reports such as the EFA Global Monitoring Report (MLA 4 – expected result 12).

01104 The International Bureau of Education (IBE) is UNESCO's institute specializing in the content, methods, policies and processes of curriculum development.

01105 Curriculum is a crucial component of any educational process. National education authorities around the world are increasingly addressing the challenge of improving the quality of learning outcomes through curriculum reform. IBE contributes to the attainment of quality EFA by promoting the development of quality curricula. To this end, it builds networks to share knowledge on and foster national capacities for curriculum change and development. It aims to introduce innovative approaches in curriculum design and implementation, improve practical skills, and facilitate international dialogue on pedagogical policies and practices.

01106 In 2010-2011, IBE will: enhance national capacities for the design, management and implementation of curriculum development processes among specialists, practitioners and decision-makers; produce knowledge on curriculum-making processes and products; and inform innovative policies and practices in the field of curriculum reform and change, including by following up on the recommendations of the 48th session of the International Conference on Education.

01107 It will therefore contribute mainly to the results of: MLA 2 (expected result 5 on basic education mainly in Africa and expected result 6 on secondary education); and MLA 3 (expected result 8 relating to sector policy analysis). Furthermore, activities related to knowledge management and production will also contribute to MLA 4 (expected result 12 relating to reports and research).

01108

Expected results at the end of the biennium

National capacities strengthened to plan, implement and manage basic education, mainly in Africa (MLA 2 – expected result 5)

Performance indicators
■ Number of people and institutions trained in curriculum design, development and reform
■ Number of countries benefiting from targeted technical assistance in curriculum design, development and reform

Secondary education systems renewed, in particular and as appropriate through curricular reform and improved learning assessment of students (MLA 2 – expected result 6)

Performance indicators
■ Number of plans and programmes of the Community of Practice in the field of curriculum development
■ Number of countries benefiting from targeted technical assistance in curriculum design, development and reform
■ Number and quality of materials, resources and training tools produced and used

National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8)

Performance indicator
■ Number of follow-up actions to the 48th session of the International Conference on Education targeting inclusive education policies and countries involved

Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies such as the *EFA Global Monitoring Report* (MLA 4 – expected result 12)

Performance indicators
■ IBE databases (World Data on Education; Country Dossiers; HIV and AIDS education clearing house, etc.) maintained, updated and enriched
■ Number of visits to the improved and updated website that is fully integrated into the UNESCO Portal
■ Research and studies published and made available to EFA Global Monitoring Reports

UNESCO International Institute for Educational Planning (IIEP)

01109 General Conference resolution 35 C/Res.5 for IIEP

The General Conference,

Acknowledging the report of the UNESCO International Institute for Educational Planning (IIEP) for the 2008-2009 biennium,

Recognizing the importance of maintaining the functional autonomy of the Institute in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes* and *values* the important contribution of IIEP to the fulfilment of the relevant strategic objectives and priorities of Major Programme I, particularly with regard to capacity development and research, in the area of educational planning and policy analysis, through the:

   (a) provision of evidence-based analysis and research for planners and managers to improve equitable access to quality education at all levels;

   (b) development of Member States' institutional capacities to plan and manage their education systems to ensure the provision of quality education for all, through training, coaching, and technical assistance;

2. *Requests* the IIEP Governing Board, acting in conformity with the Statutes of the Institute and with this resolution, when approving the Institute's budgets for 2010-2011:

   (a) to ensure that the objectives and activities of IIEP correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;

   (b) to consolidate and develop the programmes and projects of IIEP with the aim of contributing to the achievement of the expected results of Major Programme I as listed in paragraph 6 below;

   (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IIEP may accomplish its mission;

3. *Authorizes* the Director-General to provide support to IIEP by granting a financial allocation under Major Programme I for a total amount of $5,300,000;

4. *Expresses its gratitude* to the French and Argentine authorities, which provide the Institute's premises free of charge and periodically finance their upkeep, and to the Member States and organizations that have contributed intellectually or financially to IIEP activities, and invites them to continue their support for 2010-2011 and beyond;

5. *Appeals* to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective execution of IIEP activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;

6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports, on the contribution of IIEP to the achievement of the following expected results of Major Programme I:

   - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
   - Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies and reports such as the EFA Global Monitoring Report (MLA 4 – expected result 12).

01110 The International Institute for Educational Planning (IIEP) promotes capacity development and research in educational planning, policy analysis and implementation of plans in relation to economic and social development. To this end, IIEP organizes training courses, seminars and symposia for a range of personnel, particularly mid-level and senior civil servants. IIEP also provides related technical assistance to build capacities, synthesizes existing knowledge and experience, and promotes research into new concepts and methods of educational planning and management (EPM).

01111 Echoing the Paris Declaration, the Third High-level Forum on Aid Effectiveness held in Accra, Ghana, in 2008 reaffirmed that "without robust capacity – strong institutions, systems, and local expertise – the developing countries cannot fully own and manage their development processes". This observation has direct implications for EPM: countries with weak capacities to conduct their strategic and operational planning will have difficulties in reaching the EFA targets and the MDGs.

01112 In 2010 and 2011, priority attention will be given to Africa and to countries that are the furthest from achieving the EFA goals, many of which operate in fragile contexts. Within each component, strategies to achieve gender equality will be given prominence.

01113 Specifically, IIEP's actions will be carried out along two main axes of work. The first axis relates to research and knowledge generation and dissemination. IIEP will provide evidence-based analysis for planners and managers to improve equitable access to quality education at all levels. This will be particularly achieved through:

- analysis of variables that impact on the nature and quality of learning, especially in basic education;
- identification of possible planning and management options to increase and prioritize resources aimed at reaching all children, including public-private partnerships; removal of cost barriers to families' participation in education; tackling of malpractice in the targeting of incentives; and operation of administrative mechanisms and support strategies in decentralized contexts;
- developing alternative strategies to expand access to post-secondary education with appropriate governance and managerial structures.

01114 The second axis is related to IIEP's capacity development work. The Institute will develop the capacities of ministries of education, including in decentralized units, to plan and manage their education systems and to ensure provision of quality education for all. It will do so by following an integrated capacity development approach that includes tailored training in residential and distance modes, on-the-job coaching, professional guidance and technical support.

01115 IIEP will also provide support to national/regional training institutions as well as professional networks to enhance the capacities of ministries of education in educational planning and management. Much of the capacity development work will be carried out in partnership with national and regional institutions. In this process, IIEP will develop the capacities of the capacity developers. The Institute will further support professional networks in EPM to promote South-South cooperation between different actors (including NGOs).

01116 ## Expected results at the end of the biennium

National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8)

Performance indicators
■ Number of planners and managers whose skills have been improved in various areas of educational planning and management
■ Number of training programmes of national/regional training institutions developed
■ Number of networks supporting the development of planning and management in developing countries and effectively disseminating tools and references
■ Number of articles, briefs and reports produced and disseminated

Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies such as the *EFA Global Monitoring Report* (MLA 4 – expected result 12)

Performance indicators
■ Level of research findings produced, disseminated and used
■ Number of visitors to the databases and other components of the IIEP websites
■ Number of references to the publications by target users in countries and development agencies in their work

UNESCO Institute for Lifelong Learning (UIL)

01117 General Conference resolution 35 C/Res.6 for UIL

The General Conference,

Acknowledging the report of the UNESCO Institute for Lifelong Learning (UIL) for the 2008-2009 biennium,

Recognizing the importance of maintaining the functional autonomy of the Institute in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes* and values the important contribution of UIL, including the coordination of the Literacy Initiative for Empowerment (LIFE), to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development, policy research and networking in the area of literacy, non-formal education and adult education within the framework of lifelong learning, through:

   (a) contribution to global literacy efforts and provision of technical assistance to improve literacy policies, programmes and practices;

   (b) advancement of lifelong learning for all through relevant policies, targeted research, institutional frameworks and recognition, validation and accreditation mechanisms, including the promotion and integration of non-formal education and adult education into sector-wide strategies and the follow-up of the decisions and recommendations of the Sixth International Conference on Adult Education (CONFINTEA VI) at the global, regional and national levels;

2. *Requests* the Governing Board of UIL, acting in conformity with the Statutes of the Institute and with this resolution, when approving the Institute's budget for 2010-2011:

   (a) to ensure that the objectives and activities of the Institute correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;

   (b) to consolidate and develop the programmes and projects of UIL with the aim of contributing to the achievement of the expected results of Major Programme I as listed in paragraph 6 below;

   (c) to reinforce the Institute's capacity as a global resource centre and its responsibility in the fields of literacy, non-formal education, adult education and lifelong learning;

   (d) to take the necessary measures to follow up the decisions and recommendations of CONFINTEA VI;

   (e) to continue to work with the Director-General to mobilize the necessary human and financial resources so that UIL may accomplish its mission;

3. *Authorizes* the Director-General to provide support to UIL by granting a financial allocation under Major Programme I for a total amount of $2,000,000;

4. *Expresses its gratitude* to the German Government for its continuing support to UIL by giving a substantial financial contribution and providing its premises free of charge and to the Member States and organizations, in particular to the Swedish International Development Cooperation Agency (SIDA),

the Government of Norway, the Swiss Agency for Development and Cooperation (SDC), the Danish International Development Agency (DANIDA), and the Federal Government of Nigeria, which have contributed intellectually or financially to UIL activities, and invites them to continue their support for 2010-2011 and beyond;

5. *Appeals* to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to grant or renew their financial and other appropriate means to enable UIL to contribute to the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;

6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of UIL to the achievement of the following expected results of Major Programme I:

   - National capacities strengthened to plan, implement and manage quality literacy programmes, particularly through the Literacy Initiative for Empowerment (LIFE), building on an enhanced international coordination role of UNESCO for the United Nations Literacy Decade (MLA 1 – expected result 1);
   - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
   - Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies and reports such as the EFA Global Monitoring Report (MLA 4 – expected result 12).

01118 As UNESCO's resource centre for literacy, non-formal education and adult education, UIL aims to enhance lifelong learning for all as an integrated and comprehensive system that values and recognizes all forms of learning, in particular non-formal, informal, prior and experiential learning.

01119 Through its activities, UIL assists Member States in realizing the right to education and learning for all, with a focus on disadvantaged and marginalized groups. These activities regularly integrate elements of action-oriented and policy-driven research, capacity-building, policy dialogue and advocacy, as well as networking and information dissemination.

01120 During the 2010-2011 biennium, activities will be clustered around five strategic goals:

(a) advancing lifelong learning for all through relevant policies, institutional frameworks and recognition, validation and accreditation mechanisms;

(b) furthering literacy as a foundation for lifelong learning and as a prerequisite for achieving all EFA goals as well as UNLD and LIFE;

(c) fostering quality EFA and lifelong learning by recognizing and integrating non-formal education and adult education into sector-wide strategies;

(d) strengthening capacities of governments and civil society towards attaining EFA and DESD in the Africa region in UIL's areas of expertise; and

(e) reinforcing capacities in and providing services to Member States through its documentation, publication services and networking such as ALADIN, through research-based advocacy, technical assistance, training, and fellowship and internship programme.

01121 UIL will thus contribute to the achievement of MLA 1 (expected result 1 on literacy), MLA 3 (expected result 8 on sector policy analysis) and MLA 4 (expected result 12 on reports and research).

01122

Expected results at the end of the biennium

National capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE, building on an enhanced international coordination role of UNESCO for the UNLD

Performance indicators
■ Number of senior and middle-level personnel trained in policy design and programme delivery
■ Number of high quality programmes and policies for adult learning and education put in place
■ Number of advocacy and monitoring activities for adult learning and education within countries implemented

National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8)

Performance indicators
■ Number of countries having developed or refined relevant literacy policies that are an integral part of national education policies and plans
■ Number of countries with provision made to implement CONFINTEA VI recommendations and strategies

Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies such as the *EFA Global Monitoring Report* (MLA 4 – expected result 12)

Performance indicator
■ Number of research projects on conditions and environments conducive to adult learning and education and effective practices carried out

UNESCO Institute for Information Technologies in Education (IITE)

01123 General Conference resolution 35 C/Res.7 for IITE

The General Conference,

Acknowledging the report of the UNESCO Institute for Information Technologies in Education (IITE) for the 2008-2009 biennium,

Recognizing the importance of maintaining the functional autonomy of IITE in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes* and values the important contribution of IITE to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of information and communication technologies (ICTs) in education, through:

   (a) collection, analysis and dissemination of information and best practices on the use of ICTs in education, with particular emphasis on teachers;

   (b) provision of technical assistance and training for capacity-building of Member States on the application of ICTs in education;

2. *Requests* the Governing Board of IITE, acting in conformity with the Statutes of the Institute and with this resolution, when approving the Institute's budget for 2010-2011:

   (a) to ensure that the objectives and activities of IITE correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;

   (b) to consolidate and develop the programmes and projects of IITE with the aim of contributing to the achievements of the expected results of Major Programme I as listed in paragraph 6 below;

   (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IITE may accomplish its mission;

3. *Authorizes* the Director-General to provide support to IITE by granting a financial allocation under Major Programme I for a total amount of $900,000;

4. *Expresses its gratitude* to the Government of the Russian Federation for its financial contribution and for providing the premises free of charge, and to the Member States and organizations that have contributed intellectually or financially to IITE activities, and invites them to continue their support for 2010-2011 and beyond;

5. *Appeals* to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IITE activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I, and the strategic objectives of UNESCO for 2008-2013;

6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IITE to the achievement of the following expected results of Major Programme I:

   - National capacities strengthened to train and retain quality teachers, particularly in Africa through the Teacher Training Initiative in Sub-Saharan Africa (TTISSA) (MLA 1 – expected result 2);
   - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8).

01124 The Institute for Information Technologies in Education (IITE) collects, analyses and disseminates information and best practices on the use of the information and communication technologies (ICTs) in education; provides advisory services to and promotes studies in Member States on the application of ICTs in education; and organizes training, including using open and distance learning (ODL), for capacity-building in Member States on the application of ICTs in education.

01125 ICTs can support Member States' efforts to reach the EFA goals. In 2010-2011, IITE will provide services to Member States through research, training and its clearing-house function. The Institute will focus on effective use of ICT in the learning environment, the impact of open educational resources (OERs), high-level policy advice and the global and regional debate on use of ICT in education. It will develop a new generation of training materials, especially for training of trainers for teaching staff of different levels in the education system. IITE will also provide a high-level training module on national policy for ICT in education for policy-makers and top managers. It will continue to support Member States in using ICT for inclusive education, thus expanding the learning opportunities of excluded groups of children. The Institute's clearing-house activities will be extended in new publications and educational materials, handbooks and toolkits in the field of OERs, training materials for teachers of pre-school educational institutions and higher education. Research findings in the field of new learning methodologies using ICTs and their impact will be documented.

01126 The Institute will provide backstopping to UNESCO field offices when they undertake country-level activities. Focus will be given to CIS countries and the 20 "target" countries. Two specific expected results will be achieved by the Institute and will mainly contribute to MLA 1 (expected result 2 relating to teachers) and MLA 3 (expected result 8 relating to sector policy analysis).

01127

Expected results at the end of the biennium

National capacities strengthened to train and retain quality teachers, particularly through TTISSA in Africa (MLA 1 – expected result 2)

Performance indicators
■ Training materials on new learning technologies based on ICT produced and disseminated
■ Capacity-building training of trainers organized in the CIS in Member States with special focus on the CIS and "20 target countries"

Performance indicators
■ Number of people trained in the use of ICTs in the learning environment ■ Close cooperation with the key stakeholders on Open Educational Resources advanced ■ Global network of Open Educational Resources established

National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8)

Performance indicators
■ Number of enhanced national education policies integrating ICT strategies ■ Number of high-level decision-makers and top educational managers trained ■ Number of countries benefiting from targeted technical assistance in integrating ICT policies and strategies into national education policy

UNESCO International Institute for Capacity-Building in Africa (IICBA)

01128 General Conference resolution 35 C/Res.8 for IICBA

The General Conference,

Acknowledging the report of the UNESCO International Institute for Capacity-Building in Africa (IICBA) for the 2008-2009 biennium,

Recognizing the importance of maintaining the functional autonomy of IICBA in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes* and *values* the important contribution of IICBA to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of teacher development in Africa, through:

   (a) strengthening of capacities to formulate, implement and evaluate teacher development policies in response to implementation needs of the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) using open and distance learning, ICTs and face-to-face training;

   (b) promotion of policy dialogue, research, developing norms and standards, and networks of communities of best practices concerning policies for teachers in the Africa region;

2. *Requests* the IICBA Governing Board, acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2010-2011:

   (a) to ensure that the objectives and activities of IICBA correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;

   (b) to consolidate and develop the programmes and projects of IICBA with the aim of contributing to the achievement of the expected results of Major Programme I;

   (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IICBA may accomplish its mission;

3. *Authorizes* the Director-General to provide support to IICBA by granting a financial allocation under Major Programme I for a total amount of $2,500,000;

4. *Expresses its gratitude* to Member States and organizations that have contributed intellectually or financially to the activities of IICBA, and *invites* them to continue their support for 2010-2011 and beyond;

5. *Appeals* to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective execution of IICBA activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;

6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IICBA to the achievement of the following expected result of Major Programme I:

   - National capacities strengthened to train and retain quality teachers, particularly in Africa through the Teacher Training Initiative in Sub-Saharan Africa (TTISSA) (MLA 1 – expected result 2).

01129 IICBA's actions will be focused on the implementation of TTISSA in sub-Saharan African countries according to the needs expressed by Member States and taking into account the status of teacher policy development in each country.

01130 IICBA will therefore contribute to the achievement of MLA 1 (expected result 2 relating to teachers) through training sessions at the regional, subregional and national levels, research and advice activities, adopting a holistic approach to teacher policies, taking into account teachers' education as well as their recruitment, career development, welfare, social status, working conditions and gender issues. IICBA will also conduct advocacy activities in order to engage Member States to develop a teacher policy paper even where a sectoral plan is available. Furthermore, IICBA will provide support to sub-Saharan African countries to use a toolkit for teacher policies and to teacher training institutions in the development of relevant curricula taking into account cross-cutting themes such as HIV/AIDS, gender or ESD.

01131 It shall also provide technical assistance to Member States in teacher development policy formulation, management and monitoring and evaluation, conduct capacity development workshops using open and distance learning (ODL), ICTs and face-to-face training, and establish and strengthen networks of communities of best practice in teacher policy. It will promote policy dialogue and research on innovative and alternative approaches including the use of ICT in teacher training, teaching and learning. IICBA will also support African Member States to develop legal frameworks for teacher development – including welfare and security – as well as norms and standards for teacher policy.

01132 IICBA will undertake regular annual assessments of TTISSA results on teacher development to inform the African Union (AU) Observatory on Education, the COMEDAF and other fora. The Institute will work closely with relevant UNESCO units at Headquarters and the network of field offices in Africa under the overall coordination of BREDA and use the findings of UNESS at country level. Given the importance of developing partnerships, IICBA shall work very closely with the AU for the successful implementation of the Second Decade of Education in Africa. It shall also strengthen its partnerships with relevant stakeholders (Pôle de Dakar, the World Bank, ADEA, the African Development Bank, the African Virtual University and UNAIDS among others) both at the regional and country levels. Further efforts will be made to mobilize extrabudgetary resources to support the Institute's actions in the Africa region.

01133 ## Expected result at the end of the biennium

National capacities strengthened to train and retain quality teachers, particularly through TTISSA in Africa (MLA 1 – expected result 2)

Performance indicators
■ Number of Member States having formulated, implemented and monitored teacher development policy through TTISSA
■ Level of use by policy-makers of monitoring indicators developed by IICBA for annual reporting on teacher development policy implementation and frameworks
■ Number of policy guidelines and toolkits prepared on implementing a holistic approach to teacher development policy frameworks
■ Annual assessment of TTISSA results on teacher development informs the AU Observatory on Education, COMEDAF and other fora
■ Number of decision-makers using results of research on innovative and alternative approaches including the use of ICT in teacher training, teaching and learning to inform policies and practices

UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)

01134 General Conference resolution 35 C/Res.9 for IESALC

The General Conference,

Acknowledging the report of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) for the 2008-2009 biennium,

Recognizing the importance of maintaining the functional autonomy of IIESALC in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes* and *values* the important contribution of IESALC to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of higher education in Latin America and the Caribbean, through:

   (a) promotion of cooperation and networking, and by serving as a reference centre and laboratory of ideas on the processes, trends and challenges of higher education in Latin America and the Caribbean;

   (b) provision of technical assistance to strengthen national capacities and higher education institutions concerning the formulation, planning, implementation and monitoring of policies and projects in the field of higher education;

2. *Requests* the Governing Board of IESALC, acting in conformity with the Statutes of the Institute and with this resolution, when approving the Institute's budget for 2010-2011:

   (a) to ensure that the objectives and activities of the Institute correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;

   (b) to consolidate and develop the programmes and projects of the Institute with the aim of contributing to the achievement of the expected results of Major Programme I as listed in paragraph 9 below;

   (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that the Institute may accomplish its mission;

3. *Authorizes* the Director-General to provide support to IESALC by granting a financial allocation under Major Programme I for a total amount of $2,000,000;

4. *Requests* the Director-General to mobilize extrabudgetary funds to support IESALC during the 2010-2011 biennium;

5. *Also requests* the Director-General to strive to restore, in document 36 C/5, the financial allocation for IESALC to the same level as that approved in document 34 C/5;

6. *Invites* the Director-General to consider strengthening, in the future, the budgetary allocation to IESALC, taking into account the Institute's achievements in 2010-2011;

7. *Expresses its gratitude* to the Bolivarian Republic of Venezuela for its continuing support and for providing the premises of IESALC free of charge and to the Member States and organizations that have contributed intellectually or financially to IESALC activities, and invites them to continue their support for 2010-2011 and beyond;

8. *Appeals* to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IESALC activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;

9. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IESALC to the achievement of the following expected results of Major Programme I:

   - National capacities strengthened to train and retain quality teachers, particularly in Africa through the Teacher Training Initiative in Sub-Saharan Africa (TTISSA) (MLA 1 – expected result 2);
   - National capacities strengthened in higher education policy formulation and reform, promotion of research and quality assurance (MLA 2 – expected result 7);
   - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
   - Member States aware of the normative instruments in education and actively reporting on their implementation (MLA 4 – expected result 14).

01135 The overall mission of IESALC is to promote the development of national systems and institutions of higher education in Latin America and the Caribbean with the aim of increasing quality, relevance and equity of higher education, and its commitment to sustainable human development, strengthening of democracy, and respect of cultural diversity.

01136 IESALC accomplishes its mission through the following strategic actions:

(a) acting as a reference centre and clearing house on the dynamics, trends and challenges of higher education development in Latin America and the Caribbean;

(b) supporting Member States and higher education institutions in the formulation, planning, implementation, management and evaluation of institutional reform policies and projects;

(c) promoting cooperation and networking between Member States, higher education institutions, non-governmental entities and UNESCO offices in the LAC region on issues related to the development of higher education. IESALC will also support policy dialogue platforms for the exchange of ideas and experiences between specialists, government officers, institutional leaders and other social actors;

(d) enhancing the contribution of higher education to the sustainable human development of the region and, more specifically, to the improvement of basic education and the attainment of the EFA goals;

(e) carrying out targeted actions and resource mobilization initiatives with national and international agencies in order to support and increase the cooperation and integration activities in the region. In doing so, IESALC will not only draw on expertise and resources available within the LAC region, but will also engage in facilitating further South-South cooperative actions with other regions of the world.

01137 IESALC will contribute primarily to expected result 7 of MLA 2 and expected result 14 of MLA 4. As teacher training in the LAC region takes place mainly in the higher education system, IESALC will also support the achievements of expected result 2 of MLA 1. Furthermore, as UNESCO is adopting a holistic sector-wide approach to the development of the education systems, IESALC's actions in the field of higher education will contribute to the achievement of the expected results of MLA 3, and more specifically to expected result 8 relating to sector policy analysis.

01138 ## Expected results at the end of the biennium

National capacities strengthened in higher education policy formulation and reform, promotion of research and quality assurance (MLA 2 – expected result 7)

Performance indicators
■ Number of decision-makers using the findings of studies on the trends and challenges of higher education in LAC to inform policy formulation
■ Number of comparative studies on the organization and management of higher education systems and institutions in Latin America and the Caribbean
■ Level of use of quality assurance and accreditation models and methodologies
■ Level of use of high-quality information and database on higher education in the region

Member States aware of the normative instruments in education and actively reporting on their implementation (MLA 4 – expected result 14)

Performance indicators
■ Evaluation carried out of the status of higher education teaching personnel according to the UNESCO Recommendation concerning the Status of Teachers (1977)
■ Number of regional programmes and projects designed for the collection, analysis and dissemination of standard setting instruments
■ Number of decision-makers using studies on regional convergence of national legal instruments

National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8)

Performance indicators
■ Number of decision-makers using findings of research on the provision of higher education opportunities for vulnerable social groups to inform policy development
■ Number of institutions and governments using guidelines for the development of inclusive programmes and policies
■ Number of decision-makers using findings of studies on the contribution of higher education to sustainable development in the region to inform policy development

National capacities strengthened to train and retain quality teachers, particularly through TTISSA in Africa (MLA 1 – expected result 2)

Performance indicators
■ Evaluation of teacher training programmes in the higher education system at national level
■ Number of decision-makers using findings of research and studies on the condition and status of teacher training institutions in the region
■ Level of support to regional integration and networking of teacher training institutions

MP II

Natural sciences

Major Programme II

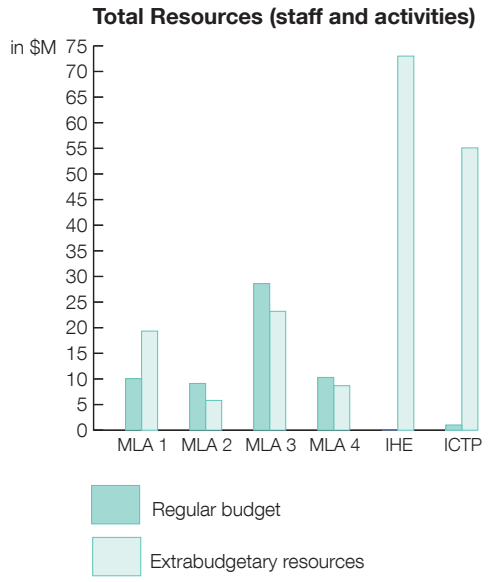
Natural sciences

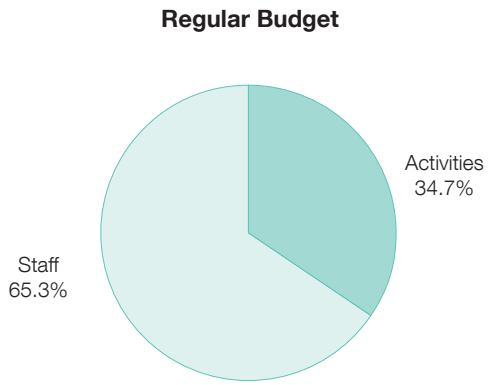
SC 1

Main Line of Action		Regular Budget		TOTAL 35 C/5 Approved	Extrabudgetary Resources[2]
		Activities[1]	Staff		
		$	$	$	$
MLA 1	Enhancing the leverage of science through integrated science, technology and innovation (STI) policy	2 976 500	7 070 800	10 047 300	19 342 800
MLA 2	Reinforcing capacity-building in the sciences and strengthening science education, especially in Africa	2 454 200	5 594 500	8 048 700	5 810 000
MLA 3	Promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity	10 604 000	19 063 800	29 667 800	23 199 300
MLA 4	Strenghtening the UNESCO Intergovernmental Oceanographic Commission (IOC) and broadening the scope of its activities for the benefit of all Member States: improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones	3 449 900	6 845 300	10 295 200	8 683 600
UNESCO science institutes					
	UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	73 000 000
	The International Centre for Theoretical Physics (ICTP)[3]	1 015 000	–	1 015 000	55 086 400
	Total, Major Programme II	**20 499 600**	**38 574 400**	**59 074 000**	**185 122 100**

(1) Including HQs indirect programme costs for an amount of $296,400 (of which $51,700 for IOC).
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.
(3) The amount for ICTP represents the financial allocation from the regular budget and might be subsequently used for financing activities and/or staff.

Distribution of Resources





SC 2

DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION						
Implementing Region/Headquarters	**35 C/5 Approved**					
	Activities		Staff		Total	
	$	% weight	$	% weight	$	% weight
Africa	2 316 300	11.3	3 954 800	10.3	6 271 100	10.6
Arab States	1 316 900	6.4	1 730 500	4.5	3 047 400	5.2
Asia and the Pacific	2 063 700	10.1	3 490 900	9.0	5 554 600	9.4
Europe and North America	607 700	3.0	2 104 900	5.5	2 712 600	4.6
Latin America and the Caribbean	1 695 400	8.3	1 792 600	4.6	3 488 000	5.9
Total, Field	**8 000 000**	**39.0**	**13 073 700**	**33.9**	**21 073 700**	**35.7**
Headquarters	**12 499 600**	**61.0**	**25 500 700**	**66.1**	**38 000 300**	**64.3**
TOTAL (Headquarters + Field)	**20 499 600**	**100.0**	**38 574 400**	**100.0**	**59 074 000**	**100.0**

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE			
Region/Headquarters	**35 C/5 Approved**		
	ADG/D/P/NPO	GS/L	Total
Africa	15	–	15
Arab States	7	–	7
Asia and the Pacific	13	–	13
Europe and North America	7	–	7
Latin America and the Caribbean	7	–	7
Total, Field	49	–	49
Headquarters	64	54	118
TOTAL Posts funded from the regular budget	**113**	**54**	**167**
TOTAL Posts funded from PSC income	3	–	3
GRAND TOTAL (Regular budget + PSC income)	**116**	**54**	**170**

Major Programme II

Natural sciences

02000 General Conference resolution 35 C/Res.19 for Major Programme II

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action for Major Programme II, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous people, in order to:

   Biennial sectoral priority 1: Policies and capacity-building in science, technology and innovation for sustainable development and poverty eradication

   (i) support Member States in the formulation and implementation of science, technology and innovation policies, the building of related capacities, and the establishment of mechanisms linking the various sectors, drawing, as appropriate, on the contribution of local and indigenous knowledge; and promote access to scientific and technical knowledge and basic services through cutting-edge technologies, especially in developing countries;

   (ii) strengthen science and technology education as well as human and institutional capacity-building and associated policies in the basic sciences and engineering, including through the International Basic Sciences Programme (IBSP), in close cooperation with the Education Sector, the International Centre for Theoretical Physics (ICTP), the International Bureau of Education (IBE) and educational and scientific networks, centres of excellence and non-governmental organizations, with emphasis on encouraging curriculum development, quality science and engineering teaching, fostering the use of space technologies for promoting science education and enhancing public awareness of science and its services for development, the use of science to respond to contemporary challenges, the sharing of scientific and research capacities, and South-South and triangular North-South-South cooperation;

   (iii) leverage the contribution of science and technology applications for poverty eradication, sustainable development and other internationally agreed development goals, including the MDGs, and for addressing global climate change, integrating gender equality considerations and targeting under-represented groups, particularly through the promotion of linkages between education, research and development, and the strengthening of cooperation between Major Programmes II and III;

Biennial sectoral priority 2: Sustainable management of freshwater, ocean and terrestrial resources, including renewable sources of energy, as well as disaster preparedness and mitigation

(iv) support the execution of the seventh phase of the International Hydrological Programme (IHP), including through its global and regional programmes, cross-cutting and specialized projects (HELP, FRIEND, G-WADI, ISARM, PCCP and IFI), as well as working groups, and enhanced coordination with the IHP National Committees and focal points, the category 1 UNESCO-IHE Institute for Water Education, the water-related institutes and centres under UNESCO auspices (category 2) and UNESCO Chairs; strengthen scientific approaches for improved water management policies and governance, particularly in arid and semi-arid zones and in urban systems; enhance water-related technical capacity-building and education at all levels; provide approaches for adapting to the impacts of global changes on river basins and aquifers; and actively contribute to and strengthen global monitoring, reporting and assessment of freshwater resources through the World Water Assessment Programme (WWAP), paying particular attention to sub-Saharan Africa;

(v) improve the performance and impact of the Man and the Biosphere (MAB) Programme and the World Network of Biosphere Reserves, in particular through the implementation of the Madrid Action Plan (2008-2013) for the development of biosphere reserves as learning platforms for sustainable development, by encouraging the production and sharing of knowledge concerning biodiversity and ecosystem management, leveraging resources, improving coordination and promoting cross-cutting activities through a variety of partnerships; consolidate and reinforce UNESCO's role within the United Nations system for building capacity for Earth sciences in support of sustainable development through the International Geoscience Programme (IGCP); expand partnerships with space agencies and other partners for tracking changes in land, water and oceans within the context of UNESCO and United Nations-sponsored Earth systems observation and monitoring initiatives, including those concerned with risk management; and promote the use of UNESCO-inscribed sites for raising awareness and understanding of climate change and other Earth system processes;

(vi) support national and regional efforts to develop, integrate and complement capacities to prevent, tackle and reduce the risks arising from natural and human-induced disasters with a focus on policy advice, knowledge sharing, awareness-raising, and education for disaster preparedness, paying particular attention to integrating a gender perspective and to youth, and strengthen human and institutional capacity-building and associated policies in the area of renewable energy;

(vii) strengthen the lead work of the UNESCO Intergovernmental Oceanographic Commission (IOC), as the specialized intergovernmental body within the United Nations system, in improving ocean governance and fostering intergovernmental cooperation through ocean sciences and services; improve scientific knowledge and understanding of oceanic and coastal processes with a view to supporting Member States, especially small island developing States and least developed countries, in the design and implementation of sustainable policies and approaches for prevention and reduction of the impacts of natural hazards, mitigation of the impacts of and adaptation to climate change and variability, and safeguarding the health of oceans and coastal ecosystems, as well as in the development of management procedures and policies leading to the sustainability of coastal and ocean environment and resources; and support Member States in developing capacities in ocean sciences, services and observations;

(b) to allocate for this purpose an amount of $20,499,600 for activity costs and $38,574,400 for staff costs;

2. *Requests* the Director-General:

(a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;

(b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Enhancing the leverage of science through an integrated science, technology and innovation (STI) policy

(1) Existing national STI policies and strategies reviewed, with particular emphasis on Africa and LDCs

(2) Regional STI strategies developed and existing strategies effectively promoted

(3) Science policy database improved and knowledge exchange enhanced

(4) Sustainable development in SIDS and LDCs advanced, with emphasis on climate change adaptation as well as recognition and promotion of local and indigenous knowledge

Main line of action 2: Reinforcing capacity-building in the sciences and strengthening science education, especially in Africa

(5) Science education at various levels strengthened through IBSP and its action in promoting the use of satellites for innovative science education; science education policies promoted and quality of science teaching improved, with special focus on Africa and on the participation of girls and women

(6) Human and institutional capacity-building in the basic sciences strengthened to foster applications for societal needs and encourage careers in science, with emphasis on Africa and on gender equality

(7) Member States supported in engineering capacity-building and innovation as well as the development of relevant policies

(8) South-South and North-South-South cooperation reinforced in the context of capacity-building for Africa

Main line of action 3: Promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity

(9) Knowledge base of the processes of the hydrological cycle, including river basins, aquifer systems and ecosystems strengthened

(10) Member States supported in strengthening policies for water governance and management in river basins, urban systems, arid and semi-arid zones, including groundwater and shared waters

(11) Water-related capacities reinforced, including through education at all levels, with an emphasis on Africa and gender mainstreaming

(12) Integrated management of biological and mineral resources promoted, drawing on the knowledge base, networks and institutional capacity

(13) The use of participatory approaches for biodiversity conservation, climate change adaptation and mitigation promoted through the World Network of Biosphere Reserves (WNBR)

(14) Geoscience capacities for Earth systems observations and monitoring with particular emphasis on geosystems, geohazard prediction and climate change adaptation strengthened, with a special focus on Africa

(15) Capacities built for mitigation of natural disasters, paying particular attention to gender equality and youth, through networking, partnerships and policy support

(16) Member States supported in policies for renewable and alternative sources of energy and related capacity-building

Main line of action 4: Strengthening the UNESCO Intergovernmental Oceanographic Commission (IOC) and broadening the scope of its activities for the benefit of all Member States: improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones

(17) Ocean observing systems and data exchange standards enhanced

(18) Enhanced coordination of research on ocean ecosystems, marine habitats and biodiversity, and best practices promoted in the management of marine and coastal ecosystems

(19) Risks from tsunami and other ocean and coastal-related hazards reduced, with special emphasis on particularly vulnerable regions in Africa, LDCs and SIDS

(20) Member State requests for policy and capacity development responded to by integrating knowledge and experience available from all relevant IOC programmes, with special attention given to particularly vulnerable regions in Africa, LDCs and SIDS

3. *Also requests* the Director-General to report periodically, in the same statutory reports, on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications, indicating specific demonstrated achievements for each main line of action;

4. *Further requests* the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme II are also fully attained.

Major Programme II

Natural sciences

02001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:
Policies and capacity-building in science, technology and innovation for sustainable development and poverty eradication.

Biennial sectoral priority 2:
Sustainable management of freshwater, ocean and terrestrial resources, including renewable sources of energy, as well as disaster preparedness and mitigation.

Internationally agreed development goals and commitments

Millennium Development Goals, in particular MDGs 1, 6 and 7 (targets 9 + 10).

Addis Ababa Declaration on Science Technology and Scientific Research for Development (2007).

Mauritius Declaration and Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (2005).

Hyogo Declaration and Hyogo Framework for Action 2005-2015: building the resilience of nations and communities to disaster (2005).

2005 World Summit Outcome Document.

International Decade for Action "Water for Life" (2005-2015).

International Implementation Scheme for the United Nations Decade of Education for Sustainable Development (2005-2014).

Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development (2002).

Declaration and Science Agenda Framework for Action adopted at the World Conference on Science (1999).

02002

Major Programme II will work towards the goals set in the Medium-Term Strategy (34 C/4) by leading intersectoral efforts in the pursuit of overarching objective 2 of the Strategy "Mobilizing science knowledge and policy for sustainable development" and its three related strategic programme objectives "Leveraging scientific knowledge for the benefit of the environment and the management of natural resources", "Fostering policies and capacity-building in science, technology and innovation" and "Contributing to disaster preparedness and mitigation". It will also contribute to the attainment of the other four stated overarching objectives of document 34 C/4.

02003

Major Programme II has sharpened its programme focus and concentrates efforts on policy advice and capacity-building in all its interventions, in line with the recommendations of the Overall Review of MPs II and III. It builds on the results achieved during the implementation of the Programme and Budget for 2008-2009 (34 C/5), and on the key programme priorities for the 35 C/5 set by the Executive Board at its 180th session, namely:

- strengthening the role of science for sustainable development through policies and capacity-building in science, technology and innovation;
- science education and teacher training;
- promoting the sustainable use of freshwater;

- improving the governance, management and protection of ocean and coastal areas; and
- addressing climate change through building the knowledge base and developing effective adaptation and mitigation responses.

The four main lines of action (MLAs) of the Major Programme and the resources allocated to them fully reflect these five programme priorities.

02004 Science and technology are critical drivers for achieving sustainable development, poverty eradication, and ultimately peace. Scientific and technological innovation and advances yield economic benefits and unique opportunities to meet basic human needs, eradicate poverty, protect the environment and improve the quality of life. The importance of science and technology to attain the MDGs and other internationally agreed development goals has been emphasized in several major summits and United Nations conferences in recent years, thereby providing an essential framework for UNESCO's actions in science and technology.

02005 The Natural Sciences Programme builds on that premise and its foremost priority will be to support countries in formulating and implementing national science, technology and innovation policies and in building related capacities, applying S&T statistics and indicators (through its work with UIS) for providing evidence-based policy advice and monitoring policy implementation. Working in close cooperation with the Social and Human Sciences Programme (MP III) at the interface of the sciences and society, particularly on programmes and activities designed to tackle the multidimensional aspects of poverty and development as well as environmental issues, MP II will give emphasis to actions in favour of Africa and gender equality, the Organization's two global priorities, and will focus efforts on LDCs, small island developing States (SIDS), youth, countries in post-conflict and post-disaster situations and the disadvantaged segments of society, including indigenous peoples. The elaboration of evidence-based policies tailored to national and local needs, and the translation of the principles of sustainable development into locally-relevant practice, will be at the heart of UNESCO's implementation strategy to address the priority needs of these groups.

02006 In order to improve its outreach and impact in Member States, Major Programme II will mobilize and enhance coordination of its wide-ranging inscribed country resources: IOC oceans research and monitoring systems from space and ground, MABs biosphere reserves, the natural World Heritage sites, IHP extended range of HELP, G-WADI and FRIEND centres, IOC, MAB, IHP, IGCP National Committees, UNESCO category 1 and 2 institutes and UNESCO Chairs and Networks, and the National Commissions. Capacity-building and research activities will build on the success of the two category 1 science institutes, the Abdus Salam Centre for Theoretical Physics (ICTP) and the UNESCO-IHE Institute for Water Education, with ICTP playing a major role in science education. Furthermore, the International Basic Sciences Programme (IBSP) will foster the use of space technologies for promoting science education and enhancing public interest in science, and its role in development. The numerous category 2 centres in an array of disciplines will also further the Programme with related capacity-building implemented through South-South and North-South-South cooperation. A special effort was also made with regard to the 200 UNESCO chairs in the natural sciences, which have been clustered and linked to form networks on the basis of thematic groups, in order to reorient and align their main programme thrusts with UNESCO's priority areas, build synergy, reduce the existing geographical imbalance and increase the sustainability of the chairs' context. The long-term collaboration forged over the past years with international and regional NGOs, professional associations and major institutions working in the areas of science and technology and environment, as well as partnerships with the private sector, will be pursued and strengthened.

02007 The Programme will fully exploit the strong potential that South-South and North-South-South cooperation has in the field of science, technology and innovation. The Academy of Sciences for the Developing World (TWAS) will continue to play a key role in building scientific capacity and promoting science-based development in the developing world through South-South cooperation. The work of the ICTP is also a major contribution to South-South Cooperation. New initiatives related to the AU-NEPAD demonstrate its relevance and strength in building human capacity in the pure and applied sciences. The newly established International Centre for South-South Cooperation in Science, Technology and Innovation in Kuala Lumpur, Malaysia, under the auspices of UNESCO (category 2) will contribute to facilitating the integration of a developmental approach into national science and technology and innovation policies, and to building capacity in science and technology through providing policy advice, exchange of experience and best practices as well as supporting exchange of students and scientists, and will create a problem solving network of centres of excellence.

02008 Promoting the important contribution that science and technology can make to sustainable development and advocating for their inclusion in national development plans and joint programming exercises by United Nations Country Teams (UNCTs) will constitute an important feature of action in 2010-2011. Hence, Major Programme II will include specific provisions for participation in United Nations common country programming exercises during this period and for contributing to harmonized and coherent action with other United Nations system organizations at country level. MP II, in close cooperation with other major programmes, especially MP III, will enhance its engagement in the UNDAF process in Member States by interacting with UNCTs through ad hoc teams composed of field and Headquarters staff with a view to bringing to bear its cross-disciplinary expertise in country strategies for sustainable development and participating in their implementation.

02009 Through the complementary Additional Programme of extrabudgetary activities, extrabudgetary funds will be sought to supplement regular programme resources, reinforce the results achieved and broaden the scope and impact of action in Member States. Targeted policy/programme areas for which additional resources will be secured as a priority for the design and implementation of policies and strategies include: the S&T Consolidated Action Plan for Africa, science policy development for SIDS, science education, renewable energy, and water quality management for improving livelihoods and reducing health risks.

Global priority Africa

02010 MP II actions in Africa will have three strategic thrusts: creating an enabling environment to allow science and technology to flourish; building human resource capacity in science, engineering and technology; and facilitating the application of scientific knowledge to address the problems of poverty and environmental degradation. To these ends, all actions in the region will include technical assistance for policy formulation or review, and human resource capacity-building. MP II actions will address, at a strategic level, both collective regional priorities as well as national challenges. At the regional level, the identification of priorities has been guided by several documents, including the African Union (AU) Consolidated Plan of Action (CPA) for Science and Technology and the AU Environmental Action Plan. UNESCO's Plan of Action for supporting the AU with the implementation of the CPA will focus its actions in the selected flagship areas of science policy, science education and the further expansion of the African Virtual Campus (AVC). At the country level, UNESCO has identified national priorities from planning and policy documents such as the UNDAFs and the poverty reduction strategy papers.

In the field of STI policy, UNESCO will continue supporting African Member States to formulate or review evidence-based national STI policies that draw on indigenous and traditional knowledge, integrating them into national policies for sustainable development. This work began in 2008-2009 with support to nearly 20 African countries and will continue in 2010-2011 with the objective of providing STI policy advice to all countries in sub-Saharan Africa by the end of the Medium-Term Strategy period. In recognition of UNESCO's contribution over the past year to implement the CPA, UNESCO was nominated a member of the Steering Committee of the African Ministerial Council on Science and Technology (AMCOST), the body which defines the agenda for S&T of the AU within the framework of the CPA. UNESCO is also the convener of the United Nations S&T Cluster, an inter-agency group established in 2003 to coordinate the efforts of 13 United Nations agencies working in Africa. These strategic partnerships give UNESCO enhanced authority and leverage for providing STI policy advice.

An example of highlighting the value of indigenous knowledge as it relates to sustainable development, biodiversity conservation and disaster preparedness is the planned research and publication on women's ethno-botanical and traditional medicinal knowledge in the Mascarene Islands.

Through the International Basic Sciences Programme (IBSP) and in the framework of science education and of dissemination of scientific information, regional and national capacities for the scientific knowledge base in HIV and AIDS and related topics of priority to Africa will be strengthened. A major programme of support to development of the basic sciences and biotechnology in Africa is planned through development of regional networking and training focused on centres in Africa. One of the biggest obstacles to S&T education is the lack of qualified teachers. UNESCO's AVC aims to hurdle this obstacle and meet the needs of countries by providing necessary pedagogical training for science teachers through e-learning and up-to-date science education curriculum material, in cooperation with partners well-established in open and distance learning.

Enhancing national capacities and promoting best practices and policies for promoting large-scale use of sustainable and renewable energy in Africa will be emphasized. Priority will be given to capacity-building and development of cooperation through the African Chapter of the Global Renewable Energy Education and Training Programme. Support also will be given to the promotion of alternative and renewable energy policies, management and conservation to translate them into national development plans as well as to share best practices and experiences, and identify centres of excellence to serve as catalysts in the region.

Building scientific capacity in Africa is one of the highest priorities of the ICTP programmes and ongoing initiatives will include support to affiliated centres, research training programmes, and workshops, schools and conferences in physics and mathematics. ICTP has also initiated a series of workshops and schools in the areas of nanoscience and materials science with the aim of identifying or creating critical masses of scientists in these disciplines, across sub-Saharan Africa. ICTP will continue admitting African students and researchers, including through the Diploma Programme in Basic Physics which is only open to students from sub-Saharan Africa. ICTP intends to conduct three specific projects linked to the Science and Technology CPA set out by the AU Commission and NEPAD: (i) to create a Pan-African network in climate modelling to identify African end-user groups and address their needs (e.g. agriculture, water resources, health), natural disaster mitigation programmes in East Africa and air pollution monitoring systems in Ghana;

(ii) develop an advanced wireless network in collaboration with local engineers and technologists, provide capabilities in climate impact modelling and physics applications, enhance exchange and coordination between students and young researchers within the African Laser, Atomic, Molecular and Optical Sciences Network (LAM), develop programmes based on the use of small ion accelerators; and (iii) enhance scientific capacity in areas critical to sustainable development by providing practical training and research in basic and applied sciences including education, renewable energy, environment monitoring and control, soil physics and medical physics.

With respect to freshwater, a range of initiatives will be pursued to help strengthen capacities for the management of transboundary water resources and those of African IHP National Committees and regional organizations. Specific programme priorities include the assessment of the state of groundwater resources in Africa. The use of scientific knowledge to assess the impacts of climate change in the region will also be supported by a number of projects, such as IHP GRAPHIC project, which will conduct an assessment of the impacts of climate change on groundwater resources in different climatic zones in Africa and develop methodologies for adaptation and mitigation measures. Database facilities will be built at the category 2 Regional Centre for Shared Aquifer Resources Management in Tripoli, Libya, on African shared aquifers, and in the framework of the International Shared Aquifer Resources management project the assessment of transboundary aquifers will be conducted in Western and Eastern Africa and in the SADC region. Activities to enhance water resources management will be developed, in particular in urban areas. Case studies will be compiled on groundwater and human security, enhancing the role of groundwater in strategies for flood and drought mitigation. Particular focus will be given to strengthening cooperation with the UNESCO Chairs on water resources in Africa. GWADI, the network on arid zones, will be further strengthened and extended.

UNESCO-IHE will contribute to addressing the water-related capacity-building needs of African countries, notably through postgraduate research by African students focusing on local problems. The strategy of the institute is to create and strengthen indigenous capacities in water education, training and research through partnerships with institutions from the African continent. In 2010-2011, UNESCO-IHE will provide support to two important knowledge networks in Africa: WaterNet, a network of over 30 universities and research centres in Southern Africa cooperating on the theme of Integrated Water Resources Management, and the Nile Basin Capacity-Building Network for River Engineering, a network which enjoys active participation in research and training of institutions in all ten Nile riparian countries. Through bilateral partnerships, UNESCO-IHE will also develop and assist in the implementation of Masters programmes in Rwanda, Ethiopia, Ghana and Kenya. In the Lake Victoria region, UNESCO-IHE will implement a series of training in Utilities Management and Urban Catchment Management. In addition to these actions on the ground, in Delft an estimated 150 African water professionals will matriculate at the Masters and 10 at Ph.D. level.

Capacity-building efforts for using biosphere reserves as learning sites for sustainable development in West Africa will be further enhanced, and the same will be done in the Congo Basin, while active links to ERAIFT as a Centre of Excellence will be pursued. South-South cooperation between ERAIFT and partners in the Amazon and Asian tropics will be promoted for knowledge sharing in minimizing biodiversity loss, mitigating and adapting to climate change and improving human well-being in the context of UN-wide initiatives such as UN-REDD and UNEP-UNESCO GRASP.

As a follow-up to the International Year of Planet Earth, UNESCO will contribute to the revitalization of Earth sciences education through the harmonization and improvement of geoscience curricula in African universities. Support will also be provided to regional networks as a strategy to end isolation of geoscientists and to strengthen indigenous capacity to improve geoscience research, monitoring of land use and changes, understanding of climate variability, geohazard prevention and mineral resource exploration. Furthermore the new initiative will, in cooperation with GEO-GEOSS and in particular the SEVIR-Africa project, improve Earth system science data collection and integration as a basis for improved development planning and adaptation to climate change.

IOC will continue with the implementation of GOOS-Africa as a contribution to the CPA on Science and Technology, and the Plan of Action on Environment and Climate Change of the AU/NEPAD. The Ocean Data and Information Network for Africa (ODINAFRICA) will continue to promote the sustainable management of marine and coastal resources, as well as reducing the risks of ocean-related hazards, based on sound scientific knowledge. This will be achieved by strengthening the pan-African network of National Oceanographic Data Centres, and marine-related institutions, as a sustained mechanism for application of data, information and products in marine and coastal management in Africa. IOC will also continue to examine the shoreline changes due to climate change and the human dimension of those changes in West Africa.

Expected results at the end of the biennium

Science and technology policies and planning capacities of selected African Member States, including SIDS, strengthened

UNESCO Action Plan, addressing the AU CPA on Science and Technology, focused on the implementation of its flagship projects

Education and networking strengthened in basic and applied sciences

Knowledge base and capacities in formulating national energy policies strengthened

Knowledge base and capacities for national and regional freshwater management strengthened

University-level Earth sciences education revitalized

Adaptation strategies to manage coastal changes in West Africa provided

02011

Global priority gender equality

Gender equality considerations will continue to be mainstreamed, to the extent possible, in all activities of Major Programme II. In science policy, gender equality will be mainstreamed recognizing the need to promote science policy by, for and about women. Activities will include support to the design, implementation and evaluation of gender responsive science and technology policies, including a gender-balanced composition of science decision-making bodies and the integration of the gender dimension effectively into science policy development plans. A gender-balanced representation in science policy dialogue platforms, such as the Inter-Parliamentary Fora for Science and Technology, will be ensured. Special attention will be paid to the key role of women in the transmission, preservation and elaboration of local and indigenous knowledge, particularly that related to sustainable development, natural disaster preparedness and response, biodiversity conservation and climate change. Educational materials produced for indigenous schools will emphasize the important role of women as holders of unique and specialized indigenous knowledge. As recommended in the Mauritius Strategy and the Mauritius Declaration, policies will be promoted in SIDS which recognize that sustainable development in SIDS must be rooted in gender-specific traditional knowledge and practices, in conjunction with science. The role of women as agents of change and community cohesion at the local level will also be emphasized in SIDS-related activities.

Through various partners, notably the UNESCO-L'OREAL Partnership "For Women in Science" and the UNITWIN/UNESCO Chairs Programme, activities in the basic and engineering sciences will place special emphasis on supporting young women scientists and will deploy for this purpose a variety of means. This will include allocating fellowships or grants and providing mentoring, awarding prizes to increase the visibility of successful women scientists, fostering training for women scientists at various levels, encouraging the creation of associations and networks of women scientists and engineers, reinforcing the cooperation of the chairs specifically focused on women in S&T, and increasing the public understanding of science with a focus on girls and women.

In water sciences, training, capacity-building, educational activities and research projects will be designed, monitored and evaluated through a gender equality perspective. Efforts will be made to ensure a more gender-balanced representation in networks of experts, as well as balanced access not only to hydrological research but also to the outputs of such research. At UNESCO-IHE, capacity-building and training activities will give priority to women's education, and efforts will be made to increase the number of female students in both M.Sc. programmes and short courses, with a view to contributing to women's empowerment in developing countries through enhanced education of women.

In the ecological and Earth sciences, participation of women scholars and teachers in the capacity-building activities organized in different regions will be strengthened. Gender equality will be promoted in the implementation of the Madrid Action Plan for Biosphere Reserves at the national, regional and international levels. Applications of women to the MAB Young Scientists Research Grant Scheme will continue to be encouraged. Such emphasis on increased participation of women will be sustained and promoted for all grants and awards. In the framework of the 2010 International Year of Biodiversity, the importance of the role of women and gender-balanced approaches in biodiversity conservation and sustainable use will be highlighted and promoted. The Association of African Women Geoscientists, originally created with UNESCO's support, will receive increased assistance in order to encourage women to present their work at scientific conferences. UNESCO/IOC will also strive to achieve gender balance in all its capacity-building activities, including support to women scientists in their work environment in the follow-up to training courses.

Activities on disaster prevention will emphasize the needs and roles of women in building a culture of disaster resilience. The importance of integrating a gender perspective as well as of engaging women in the design and implementation of all phases of disaster management will be highlighted. In particular, gender-sensitive and socioculturally relevant approaches incorporating local and indigenous practices for risk reduction will be promoted as integral components of education and training for disaster risk reduction. The role of women as key actors in natural disaster preparedness will be strengthened, notably with respect to education for disaster risk reduction through activities undertaken in the framework of the UN/ISDR Thematic Platform on Knowledge and Education, in which UNESCO plays a pivotal role.

Expected results at the end of the biennium

Professional education of women from developing countries in various natural sciences and engineering enhanced and promoted

Participation by women in UNESCO-sponsored scientific networks and activities increased

Inclusion of women in STI policy decision-making increased, and the reasons for their inclusion understood by policy makers

The gender dimension of biodiversity conservation highlighted internationally

02012 The plan of action of Major Programme II aims at the implementation of:

(i) the programme resolutions adopted by the General Conference, the texts of which are reproduced at the beginning of this Major Programme and of the programmes of each UNESCO science institute;

(ii) the resolutions relating to specific items cited hereunder, the text of which appears in Volume 1 of the Records of the 35th session of the General Conference:

20 UNESCO-IHE Institute for Water Education (UNESCO-IHE)

21 Abdus Salam International Centre for Theoretical Physics (ICTP)

22 Establishment in Beijing, China, of the International Centre on Space Technologies for Cultural and Natural Heritage as a category 2 centre under the auspices of UNESCO

23 Establishment in Santo Domingo, Dominican Republic, of the Centre for the Sustainable Management of Water Resources in the Caribbean Island States as a category 2 centre under the auspices of UNESCO

24 Establishment in Rehovot, Israel, of the International Training and Education Centre in Proteomics, Functional Genomics and Bioinformatics (BIOmics) as a category 2 centre under the auspices of UNESCO

25 Establishment in Germany of the International Centre on Water Resources and Global Change UNESCO as a category 2 centre under the auspices of UNESCO

26 Establishment in Portugal of the International Centre on Coastal Ecohydrology as a category 2 centre under the auspices of UNESCO

27 Establishment in Frutal, Minas Gerais, Brazil, of HidroEx – International Centre for Education, Capacity Building and Applied Research in Water as a category 2 centre under the auspices of UNESCO

28 Establishment of the International Centre for Integrated Water Resources Management (ICIWaRM) hosted by the Institute for Water Resources (IWR) of the United States Army Corps of Engineers, in Alexandria, Virginia, United States of America, as a category 2 centre under the auspices of UNESCO

29 Establishment in Indonesia of the Asia-Pacific Centre for Ecohydrology (APCE) as a category 2 centre under the auspices of UNESCO

30 Establishment in Isfahan, Islamic Republic of Iran, of the Regional Centre for the Development of Science Parks and Technology Incubators as a category 2 centre under the auspices of UNESCO

31 Contribution of UNESCO's Man and the Biosphere (MAB) Programme and the World Network of Biosphere Reserves to sustainable development

32 Conduct by UNESCO of a feasibility study for the establishment of an international engineering programme

33 UNESCO and global action on climate change

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the *Records of the General Conference*.

Biennial sectoral priorities

02013 The Natural Sciences Sector will pursue a two-fold strategy articulated in two biennial sectoral priorities "Policies and capacity-building in science, technology and innovation for sustainable development and poverty eradication" (Biennial sectoral priority 1) and "Sustainable management of freshwater, ocean and terrestrial resources, including renewable sources of energy, as well as disaster preparedness and mitigation" (Biennial sectoral priority 2). The strategy, which will apply to all four MLAs of Major Programme II, focuses, on the one hand, on upstream analysis and policy advice and, on the other hand, on the support of institutional and human capacity-building and the development of science knowledge and science services. This will allow to link and translate normative work into operational activities and

ensure that experience from the operational work reflects on the upstream work. Action will focus on the following four main areas: (i) enhancing the leverage of science through integrated science, technology and innovation policy; (ii) strengthening science education and capacity-building in the sciences; (iii) promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity, and disaster resilience; and (iv) improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones.

Biennial sectoral priority 1: Policies and capacity-building in science, technology and innovation for sustainable development and poverty eradication

02014 Under biennial sectoral priority 1, UNESCO will step up its work on science, technology and innovation policies by providing policy advice, capacity-building and monitoring. Support to Member States in the formulation of national SIDS policies and strategies will also be intensified. Although the focus on Africa and SIDS will be maintained, UNESCO will expand its work to cover countries in other regions. UNESCO will also pursue its work on the development of science parks. As basic and engineering sciences are key factors for sustainable development, capacity-building will be promoted in these areas by fostering cooperation and partnerships. The IBSP will assure close ties to the scientific community and use of information pertaining to cutting-edge science in all actions. Networking and strengthening of existing centres of excellence, especially in the South, will be emphasized, as well as building capacities among women and young people. Gender mainstreaming will be applied in all activities, with some parts of the programme dedicated specifically to women in science. In close collaboration with the dedicated intersectoral platform, a culture of science education at all levels will be promoted.

Main line of action 1: Enhancing the leverage of science through integrated science, technology and innovation (STI) policy

02015 Relevant STI policies are fundamental tools for defining the pathways to attaining sustainable development. UNESCO will therefore support developing countries to formulate and review national STI policies to address developmental challenges in the economic, social and environmental domains, as part of the overall national strategy for sustainable development.

02016 Support to Member States for STI policy has been recently in high demand. This area of work has been elevated to an overriding priority and its budget was reinforced. In particular, UNESCO will provide support for the formulation of STI policies that articulate with and lend support to national strategies for sustainable economic development. STI policies will be developed for the special contexts and challenges faced by LDCs and SIDS. Human and institutional capacity-building in STI policy will be achieved through training workshops for policy- and decision-makers, specialists in S&T statistics and indicators, as well as parliamentarians. As part of UNESCO's contribution to the implementation of the AU Consolidated Plan of Action for S&T Development in Africa, science policy advice, capacity-building, and national STI policy formulation activities will be undertaken in LDCs in Africa. In addition to supporting Member States in formulating national STI policies, UNESCO will provide assistance on policy aspects of all environment-related programmes.

02017 STI policy guidelines for SIDS will be developed, taking into consideration their specific developmental needs, traditional knowledge and their particular vulnerability to the effects of global climate change, so that the model policy may be applied to countries in any region with minor adaptation. Further, the inte-

gration of local and indigenous knowledge into national and regional science policies will be promoted, and the potential contribution of this knowledge to sustainable development, biodiversity conservation and disaster preparedness and response will be highlighted. Climate change impacts on indigenous and other vulnerable communities, in the small islands and the Arctic regions, will be assessed and disseminated, contributing to the global debate on climate change through the inclusion of community-level perspectives. The integration of local and indigenous knowledge content into education curricula will be enhanced through the development of specific policies and practices, which will be field-tested in select Member States. Innovative and interactive climate change-related education programmes for indigenous schools will also be developed.

Expected results at the end of the biennium

Expected result 1: Existing national STI policies and strategies reviewed, with particular emphasis on Africa and LDCs

Performance indicators	*Benchmarks*
■ Capacity-building measures for STI policy formulation/implementation	– *50 policy-makers trained* – *regional STI strategies for Arab States and Central America* – *Africa-wide STI Mapping* – *policy advice to African Member States* – *8 African virtual centres established and operational*
■ STI policy components included in United Nations common programming documents (UNDAF) at country level	– *20 UNDAFs with STI policy components*

Expected result 2: Regional STI strategies developed and existing strategies effectively promoted

Performance indicators	*Benchmarks*
■ International cooperation in science policy	– *World Science Forum (Budapest+10) recommendations disseminated* – *South-South Cooperation* – *regional science policy fora* – *inter-agency cooperation on STI policy*
■ Contribution of STI to dialogue, mutual understanding, peace and reconciliation, including in conflict and post-conflict environments	– *at least 10 dialogue activities involving exchange and joint projects, with special emphasis on women and youth in at least 10 post-conflict countries*

Expected result 3: Science policy database improved and knowledge exchange enhanced

Performance indicator	*Benchmarks*
■ STI monitoring at regional and global levels	– *UNESCO Science Report* – *STI indicators (with UIS) refined*

Expected result 4: Sustainable development in SIDS and LDCs advanced, with emphasis on climate change adaptation as well as recognition and promotion of local and indigenous knowledge

Performance indicators	*Benchmarks*
■ Evidence-based science policy developed for SIDS	– *guidelines for science policy development in SIDS, especially the Pacific region*
■ Integration of local and indigenous knowledge into national and regional science policies	– *set of conceptual guidelines and methods for integration of indigenous knowledge into science policies*
■ Educational programmes specific to SIDS and indigenous communities tested in selected Member States	– *materials tested in 3 SIDS or indigenous communities* – *policy guidelines for integrating indigenous knowledge or issues specific to SIDS into school curricula*

Main line of action 2: Reinforcing capacity-building in the sciences and strengthening science education, especially in Africa

02018 In the basic and engineering sciences, Major Programme II will benefit from a number of scientific associations UNESCO has created over the years, which form efficient networks in many fields of basic and applied sciences, including engineering, at international and regional levels. NGOs, centres of excellence – both those established under UNESCO's auspices and those formed independently but collaborating closely with the Organization – and private companies will help promote capacity-building in science, and address related priority issues such as gender equality and brain drain, thus helping to strengthen local scientific communities and to foster a culture of science.

02019 Basic and engineering sciences and technology underpin the pursuit of knowledge that leads to the improvement of the human condition, sustainable development and, in general, the advancement of civilization. Basic scientific knowledge forms the stable foundation on which all current and future technologies stand. Thus, scientific knowledge must be considered a common heritage of humankind, must be duly shared and must be promoted through science education and popularization of its findings. The programme will concentrate on basic science education, on which effective future pursuit of the sciences ultimately depends, and on enhancing capacities in science, technology and innovation, as well as in related policies, so as to enable policy-makers to use scientific knowledge in the decision-making process. It will facilitate international cooperation and global partnerships for developing and strengthening national and regional capacities in the basic sciences and science education, primarily through the use of IBSP. Emphasis will be placed on activities that promote the linkage of scientific research and higher education as well as on promoting interdisciplinary fundamental research in emerging areas of science. In addition, space technologies will be used for innovating science education and promoting public awareness of science. Cooperation with ICTP will be strengthened, especially in efforts to build capacities for research and advanced training in physics and mathematics in Africa and in LDCs. Some activities will especially target scientific cooperation for peace-building, while others will place special emphasis on capacity-building in research on MDG-related issues such as HIV and AIDS, and on encouraging careers in science for young people, especially women, in Africa and in the LDCs.

02020 Engineering and technological innovation are vital in poverty eradication and in emergency and disaster response, mitigation and reconstruction. They are also required as we seek solutions for climate change

mitigation and adaptation and the move to a low-carbon emissions future. For engineering to continue to play its fundamental roles, enhanced public and policy awareness and adequate capacity in engineering education, research and policy, engineering applications and innovation will be required. The engineering programme activities will focus on the development and promotion of engineering, R&D and associated policy and capacity-building, engineering applications and innovation to address the MDGs, poverty eradication, sustainable development and climate change.

Expected results at the end of the biennium

Expected result 5: Science education at various levels strengthened through IBSP and its action in promoting the use of satellites for innovative science education; science education policies promoted and quality of science teaching improved, with special focus on Africa and on the participation of girls and women

Performance indicators	*Benchmarks*
■ Training in education methodologies and dissemination of teaching and learning materials in the basic sciences	– *2 teaching and learning materials and associated workshops;* – *10 advocacy and training workshops for the Global Microscience Project*
■ Advocacy for science education policies and dissemination of good practices	– *a number of global and regional cooperative activities with networks in science education* – *15 countries adopting new science education policies*
■ Activities with partners for promoting science and mathematics education, including for civil society	– *international travelling exhibition in mathematics to 3 countries* – *education activities during the International Year of Chemistry (2011)*
■ UN common country programming documents with science education components	– *10 countries with science education components in UNDAFs*

Expected result 6: Human and institutional capacity-building in the basic sciences strengthened to foster applications for societal needs and encourage careers in science, with emphasis on Africa and on gender equality

Performance indicators	*Benchmarks*
■ Research and training activities in basic sciences for women and young scientists	– *number of training activities to promote young scientists* – *target of 40% for attendance by women*
■ Critical mass of scientists to participate in knowledge-based science policy-making	– *6 regional centres and networks supported to develop research and training activities* – *5 scientific career development seminars or workshops* – *advocacy activities during the International Year of Chemistry (2011)*
■ Capacity-building in emerging areas of basic sciences through collaborative activities with range of partners	– *8 collaborative capacity-building and policy advice activities* – *operational partnerships, including in context of United Nations Country Teams*

Expected result 7: Member States supported in engineering capacity-building and innovation as well as the development of relevant policies

Performance indicators	*Benchmarks*
■ Learning and teaching materials and methods, engineering applications and innovation developed	– *3 learning and teaching materials* – *5 engineering applications addressing poverty reduction, sustainable development and climate change and associated policy documents* – *5 advice and workshop activities* – *partnerships and operational networks*
■ Engineering capacity-building included in United Nations common country programming documents	– *10 UNDAFs*

Expected result 8: South-South and North-South-South cooperation reinforced in the context of capacity-building for Africa

Performance indicators	*Benchmarks*
■ Networking between African scientific institutes, as well as with other Centres of excellence in the basic sciences promoted	– *number of networks established and operational* – *number of centres involved in each*
■ Training activities for African scientists through South-South and North-South-South collaboration in the basic sciences reinforced	– *number of training activities conducted* – *number of trainees*

Biennial sectoral priority 2: Sustainable management of freshwater, ocean and terrestrial resources, including renewable sources of energy, as well as disaster preparedness and mitigation

02021

The intergovernmental and international programmes related to sustainability and environmental sciences, namely the International Hydrological Programme (IHP), the Man and the Biosphere Programme (MAB), the International Geoscience Programme (IGCP) and the Intergovernmental Oceanographic Commission (IOC), will be the major vehicles for attaining the objectives under this biennial sectoral priority. UNESCO designated areas – biosphere reserves, geoparks, HELP basins and World Heritage sites – will be privileged research and demonstration sites for promoting scientific knowledge and cutting-edge research at the interface of sustainable development, environmental integrity and the rational management of natural resources. Special efforts will be made to improve the understanding of Earth system processes, including impacts from climate and other global changes on natural resources and development. IOC will expand its efforts to monitor and raise international attention on the issue of ocean acidification caused by global climate change. UNESCO will continue its work on disaster risk reduction providing coordination and policy support through science and education. The programmes will foster platforms for international and regional cooperation in the exchange of data and information on disaster risk assessment, early warning and mitigation, and provide policy guidance for education and public awareness in disaster preparedness. The successful promotion of monitoring networks and early warning systems in water and ocean-related disasters will be continued. As access to renewable and alternative energy sources is a key factor for sustainable development, policies and capacity-building will be promoted in this area by fostering cooperation and partnerships.

Main line of action 3: Promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity

02022 Global climate change and intensifying water scarcity are major challenges of our time. Achieving the MDGs, particularly MDG 1 and MDG 7, depends fundamentally on access to safe drinking water. Providing sustainable access to and the management of safe drinking water is rendered all the more pressing by the changes in urbanization and demographics and the estimated shifts to the global hydrological regime due to global climate change – longer droughts in dry places and more severe flooding in wet ones. In this regard, UNESCO's role in scientific research in freshwater, capacity-building and education through IHP, UNESCO-IHE, the World Water Assessment Programme (WWAP) and the World Water Development Report will be enhanced.

02023 IHP will enter the second biennium of the implementation of the six-year strategic plan of its Seventh Phase (2008-2013) – IHP-VII –, which addresses water dependencies, in order to alleviate water systems under stress and to promote adequate societal responses. Within this scope, the IHP Intergovernmental Council has identified four priority areas for the 2010-2011 biennium. These areas are: (i) the development of water management adaptation strategies to mitigate the impacts of global change, including climatic variability and change; (ii) the promotion of sustainable groundwater management at different scales from local aquifers to transboundary systems; (iii) the improvement of knowledge bases and management tools for sustainable urban water management; and (iv) the development of sustainable water resources management tools for arid and semi-arid regions.

02024 The Organization's work on freshwater will address the priorities above via the five thematic areas of IHP-VII: (i) adapting to the impacts of global change on river basins and aquifer systems; (ii) strengthening water governance for sustainability, including shared water resources; (iii) ecohydrology for sustainability, including risk-based environmental management; (iv) water and life support systems for urban systems, including the protection of water quality for sustainable livelihoods and poverty alleviation; and (v) water education and capacity-building for sustainable development; plus the cross-cutting interdisciplinary actions related to preventing hydrological disasters. Cooperation in these areas will be reinforced with the UNESCO-IHE, the UNESCO-hosted WWAP, and the growing network of water-related international and regional centres established under the auspices of UNESCO. The instrumental involvement of the IHP-National Committees will be continued. Water education activities will be strengthened through reinforced cooperation with the UNESCO-IHE, the UNESCO Chairs on water and external organizations contributing to the UN DESD.

02025 MAB has renewed its focus on knowledge-sharing and the sites of its World Network of Biosphere Reserves will now serve for sustainable development education, ecosystem management practices and climate monitoring in the context of efforts responding to climate change. The Earth sciences programme is also deepening its focus on monitoring and addressing global change, in addition to building capacities in the geosciences in LDCs, particularly in Africa.

02026 Ecological and Earth sciences networks and partnerships of UNESCO will focus their expertise and resources to build capacity for science-based policy formulation and decision-making in the sustainable use and development of land and natural resources. Ecosystem-specific and regional/subregional MAB networks will apply experience from the World Network of Biosphere Reserves to draw lessons to promote sustainable development practices that balance biodiversity conservation, climate change mitigation and adaptation and the well-being of communities. Contributions of ecosystem services to biodiversity conservation and poverty eradication will figure prominently in MAB ecosystem assessments

and in demonstration projects in buffer and transition zones of biosphere reserves. Establishment of new partnerships with emerging ecosystem and environmental services financing modalities, e.g. carbon funds, will be explored to encourage use of biosphere reserves as learning spaces and "laboratories" for sustainable development. Periodic review and analyses of results and outcomes in the management of biosphere reserves will be documented and shared widely as a contribution towards the United Nations Decade on Education for Sustainable Development (DESD). This adaptive approach will encourage active stakeholder dialogue at global, national and local levels, including across national borders in transboundary biosphere reserves, with emphasis on conflict resolution through information and knowledge sharing.

02027 The Madrid Action Plan (MAP) adopted by the 20th session of the International Coordinating Council of the MAB Programme in February 2008 provides clear targets and success indicators for converting the strategic orientations outlined above into specific actions with measurable success indicators. The Madrid Action Plan covers the same period as the current 34 C/4 (2008-2013). Specific targets of the Madrid Action Plan call for work in collaboration with other ISPs, international conventions including the World Heritage Convention, UN DESD and other important global initiatives focusing on biodiversity, ecosystem services and human well-being. Active national level collaboration between UNESCO National Commissions and MAB National Committees is seen as a key to the successful implementation of MAP. Thematic and regional networks and other partners such as ERAIFT will play a major role in promoting capacity-building for sustainable use of land and resources, particularly in the tropics in Africa but also through South-South cooperation with partners in Latin America and Asia as well as in selected Northern countries. The International Year of Biodiversity (2010) will be used as a special occasion to assess, document and share the relevance of UNESCO contributions, through the work of MAB, for the work of the proposed Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), which is expected to be a mechanism analogous to the IPCC for climate change. The International Geoscience Programme (IGCP) will channel significant resources for Earth sciences education and capacity-building in Africa, addressing prediction and prevention of geo-hazards and sustainable development of terrestrial resources. Satellite-based and remote sensing technologies will be used to monitor the conservation status and pre- and post-disaster status of World Heritage sites and biosphere reserves.

02028 Major Programme II will contribute to building capacities for preparedness and mitigation of disasters, such as earthquakes, floods, landslides, drought and desertification, windstorms, as well as human-induced disasters. Emphasis will be on promoting knowledge and education for disaster prevention in the context of the United Nations system-wide implementation of the Hyogo Framework for Action on Disaster Resilience 2005-2015.

02029 The increasing losses from natural and human-induced disasters including earthquakes, floods, landslides, windstorms, drought and desertification represent a major challenge to UNESCO's Member States, in particular developing ones. Building a culture of resilient communities requires active and knowledgeable citizens and informed decision-makers. Through a multidisciplinary and intersectoral approach, UNESCO will help build capacities and foster partnerships so that science and technology can serve to mitigate threats and reduce vulnerability. The programme activities will improve regional and national networking on knowledge management and capacity-building for disaster preparedness and mitigation, and will provide advice to Member States for promoting education and public awareness, including within the framework of the UN DESD. The programme will also stress the role of women, community groups and NGOs in building a culture of disaster resilience. The Organization will offer forums for the development and consolidation of systems and networks concerned with the mapping and assessment of natural hazards and the mitigation of their effects.

02030 Addressing access to energy and ensuring the reliability of environmentally neutral energy supply systems is a worldwide challenge, especially in view of global climate change and the quest for a "green economy". This has resulted in a renewed focus by the international community including the United Nations system to promote the use of sustainable and renewable energy. UNESCO will play a catalytic role in this process, by addressing capacity-building and sharing of best practices in renewable and alternative energy in support of sustainable development, and by providing policy advice, especially in LDCs. Renewable and alternative energy in support of sustainable development and poverty eradication will receive special attention through UNESCO's contribution to reinforcing national capacities and the knowledge base, formulating energy policies and disseminating best practices and scientific knowledge and technology. This is of particular relevance for efforts to invest out of the current financial and economic crisis. Enhancing coordination and synergies with other United Nations institutions will receive priority attention during this biennium, especially with established mechanisms of the United Nations system, including UN-Energy. Strong emphasis will be placed on responding to the special needs of Africa, LDCs and SIDS.

Expected results at the end of the biennium

Expected result 9: Knowledge base of the processes of the hydrological cycle, including river basins, aquifer systems and ecosystems strengthened

Performance indicators	*Benchmarks*
■ Scientific and policy hydrological research for integrated water resources management in river basins, especially in Africa	– *at least 5 thematic areas developed under HELP programme* – *delivery of HELP initiative to regions through integrated water management workshops* – *1 new subregional basin added to FRIEND network* – *enlargement of sediment transport database, in cooperation with International Sediment Initiative*
■ Scientifically sound policy-relevant recommendations on groundwater governance and on adaptation to global change and strengthening of water resources management in arid and semi-arid zones	– *international conference on recommendations for shared groundwater resources management* – *at least four regional workshops in cooperation with category 2 centres and water-related chairs* – *managed aquifer recharge network launched in at least 5 basins with arid environments*

Expected result 10: Member States supported in strengthening policies for water governance and management in river basins, urban systems, arid and semi-arid zones, including groundwater and shared waters

Performance indicators	*Benchmarks*
■ Case studies, reports and communication links on social, environmental and cultural dimensions of water management and management of water resources across boundaries	– *website and water-anthropology network* – *customized training for integrated water resources management for 5 key basins* – *2 regional training courses and 4 reports*

Performance indicators	*Benchmarks*
■ Strategic orientations for integrated urban water management in various settings, including slums, formulated	– *transboundary aquifer studies in cooperation with other United Nations system organizations* – *2 projects on specific urban water topics* – *international cooperation network operational*
■ Strategic orientations for sustainable non conventional water augmentation, including desalination and wastewater recycling, formulated	– *Set of guidelines with regard to the possible adoption and use of desalination in different settings* – *Case studies of wastewater reuse/recycling in urban and rural areas* – *Guidelines for improved managed aquifer recharge*
■ Comprehensive ecohydrology concept integrated into engineering approaches for water management	– *at least 2 transdisciplinary models developed in ecohydrology demo sites* – *5 new thematic task forces operational and links with 2 regional ecohydrological centres through 3 thematic ecohydrology workshops with water managers*
■ Knowledge base on historical and civilization aspects of water interactions, enabling integration into water planning and management	– *3 publications of the History of Water and Civilization series* – *online provision of key information*
■ Monitoring and assessment of state of the world's freshwater resources for improved water management policies and governance	– *scope and structure for the fourth edition of the World Water Development Report adopted and preparatory work undertaken*

Expected result 11: Water-related capacities reinforced, including through education at all levels, with an emphasis on Africa and gender mainstreaming

Performance indicators	*Benchmarks*
■ Intersectoral freshwater education programme further developed ■ Vocational education and training of water technicians in conjunction with network of category 2 centres ■ Water education for wider communities through e-learning partnerships	
■ Development of UNESCO Water Portal to reinforce capacities and policy-formulating capabilities	– *at least 50 issues of an Internet-based newsletter*

Expected result 12: Integrated management of biological and mineral resources promoted, drawing on the knowledge base, networks and institutional capacity

Performance indicator	*Benchmarks*
■ Knowledge networks for UNESCO constituency to build capacity and address science-policy interface for sustainable development, particularly in Africa	– *number of ecological and Earth scientists trained in African institutions, such as ERAIFT* – *number of local and national level science-policy partnerships and knowledge-sharing networks*

Expected result 13: The use of participatory approaches for biodiversity conservation, climate change adaptation and mitigation promoted through the WNBR

Performance indicator	*Benchmarks*
■ Integration of biodiversity conservation, climate change mitigation and adaptation in WNBR and MAB ecosystem initiatives	– *number of case studies from biosphere reserves on integration of biodiversity, climate change and human well-being, in particular poverty eradication, issues* – *number of financially sustainable regional/ subregional and thematic MAB, WNBR and ecosystem-based thematic networks sharing knowledge and experience on integration of biodiversity conservation, climate change mitigation and adaptation and human well-being issues in sustainable development*

Expected result 14: Geosciences capacities for Earth systems observations and monitoring, with particular emphasis on geosystems, geohazard prediction and climate change adaptation strengthened, with a special focus on Africa

Performance indicator	*Benchmarks*
■ Geoscience and ecological science applications, including remote sensing and associate ground truthing and GIS technologies drawing on UNESCO-inscribed sites	– *number of national space agencies and other institutional partners using UNESCO-inscribed sites as observatories, research, educational sites and awareness-raising on climate change* – *number of research, training and capacity-building initiatives on geoscience contributions to disaster prevention, climate change mitigation and adaptation* – *international partnerships on Earth observations such as GEOSS*

Expected result 15: Capacities built for mitigation of natural disasters, with particular attention to gender parity and youth, through networking, partnerships and policy support

Performance indicators	*Benchmarks*
■ Networking and partnerships	– *4 to 5 networks and partnerships*
■ Countries benefiting from capacity-building initiatives	– *at least 20 countries*
■ Disaster preparedness tools	– *2 to 3 awareness and educational tools*

Expected result 16: Member States supported in policies for renewable and alternative sources of energy and related capacity-building

Performance indicators	*Benchmarks*
■ National and regional capacities developed	– *number of persons trained* – *number of training and scientific activities organized* – *number of learning/teaching tools and standards developed* – *number of centres of excellence created and supported*
■ Policies and best practices for renewable and alternative sources of energy and incorporation into national development plans and United Nations common country programming documents	– *number of countries supported* – *number of consultations held* – *number of expert/decision-maker meetings organized (including at ministerial level)* – *number of UNDAFs incorporating policies for renewable and alternative sources of energy*

Main line of action 4: Strengthening the UNESCO Intergovernmental Oceanographic Commission (IOC) and broadening the scope of its activities for the benefit of all Member States: improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones

02031 The focus of IOC's work during this biennium will be on improving governance and fostering intergovernmental cooperation through ocean sciences and services. It will also provide authoritative scientific and technical information for evidence-based policy recommendations aimed at improving the management and protection of oceans and coastal areas, including through the coordination of regional tsunami early-warning systems. IOC will further enhance its contribution to the scientific knowledge base for understanding global climate change, an area in which it has been assigned a joint lead role with the World Meteorological Organization (WMO) in the context of the United Nations system efforts.

02032 The IOC programme will be organized around five actions. The first will contribute to building the knowledge base on oceans and climate through remote and in situ observations within the framework of the Global Ocean Observing System, research and assessment of climate/carbon-related phenomena in the marine environment, and development of standards in marine observations and services for all users of marine data and products. Particular attention will be paid to the strengthening of the global network of sea level stations. Approaches and strategies to adapt to coastal change due to sea level and other climate-related impacts, such as coastal erosion, will be developed and tested.

02033 The second action will continue the IOC effort to establish and coordinate self-sustaining regional early warning systems for tsunamis and other marine hazards, coupled with extensive public awareness and capacity-building activities. The third action will further develop the research and monitoring required for preventing marine environment degradation and maintaining biodiversity and the sustainable use of marine and coastal habitats, including through fostering modelling ecosystem dynamics, and the application of scientific results to the management of oceans and coastal zones. It will ensure the continuous role of IOC in initiating the first global assessment under the United Nations Regular Process for the Global Reporting of the State of the Marine Environment pursuant to UNGA Resolution 60/30 and final decisions of the General Assembly in 2009.

02034 The fourth action will support Member States, at their request, to develop their capacity to manage their marine and coastal environments. IOC will focus on regional needs through developing national capabilities to translate research results into management approaches and wise practices. In partnership with Member States, these will be demonstrated through pilot projects in target regions where marine spatial planning approaches will be used in conjunction with coastal indicators. The fifth action will provide administrative and operational secretariat support to the intergovernmental work of the IOC, including coordination of its global and regional programmes and offices to optimize IOC participation in common country programming processes with other United Nations organizations. A secretariat restructuring will ensure that cross-cutting capacity-development activities are coordinated in all IOC operations through appropriate training and education programmes.

Expected results at the end of the biennium

Expected result 17: Ocean observing systems and data exchange standards enhanced

Performance indicators	*Benchmarks*
■ Degree of implementation of the climate module of GOOS	– *implementation of climate module of GOOS above 60%*
■ Global participation of oceanographic data and information centres in the web-based Ocean Data Portal and OceanDocs data and knowledge systems	– *30 data and information nodes by the end of the biennium*
■ Publicly accessible knowledge base clearing house on climate change	– *clearing house site launched*

Expected result 18: Enhanced coordination of research on ocean ecosystems, marine habitats and biodiversity, and best practices promoted in the management of marine and coastal ecosystems

Performance indicators	*Benchmarks*
■ Capacity and coordination to predict and mitigate new global environmental risks for marine biodiversity and ecosystem health	– *2 workshops, expert groups and conferences on cutting-edge topics in ocean sciences for a better understanding of the marine ecosystems functioning*
■ Coastal research, monitoring and related management through a network of coastal sites	– *research network launched and publications*
■ First Global Assessment initiated under the Regular Process on the Global Reporting on the State of the Marine Environment	– *United Nations General Assembly resolution defining mandate and method of work of first Global Marine Assessment*
■ Research results and guidelines applied in policies and management of coastal and marine ecosystems	– *at least 3 policy brief scientific guidelines for Member States*

Expected result 19: Risks from tsunami and other ocean and coastal-related hazards reduced, with special emphasis on particularly vulnerable regions in Africa, LDCs and SIDS

Performance indicators	*Benchmarks*
■ Intergovernmental coordination improved	– *6 intergovernmental meetings*
■ Awareness and capacities to plan coastal activities against hazards	– *4 workshops and 6 missions to raise awareness of coastal populations, especially women* – *4 training workshops on implementing coastal management guidelines* – *percentage of participating women in TWS training courses doubled*

Expected result 20: Member State requests for policy and capacity development responded to by integrating knowledge and experience available from all relevant IOC programmes, with special attention given to particularly vulnerable regions in Africa, LDCs and SIDS

Performance indicators	*Benchmarks*
■ Programme and capacity development coordination	– *participation in IOC programmes, especially by women scientists, increased by 50% in IOC Chairs in Africa*
■ Regional and national activities better coordinated	– *support to activities by IOC regional bodies*
■ Intergovernmental actions enhanced	– *number of actionable decisions adopted by Member States*

UNESCO-IHE Institute for Water Education (UNESCO-IHE)

02100 General Conference resolution 35 C/Res.20 for UNESCO-IHE

The General Conference,

Recognizing the vital importance of water education and capacity-building in promoting research and training for the sound management of natural resources, and the role of the UNESCO-IHE Insitute for Water Education therein,

Noting that the Operational Agreement between UNESCO and the Government of the Netherlands in support of the UNESCO-IHE Institute for Water Education was renewed for the period 2008-2013,

Underlining the valuable contribution being made by UNESCO-IHE in the pursuit of the Millennium Development Goals (MDGs) and in the follow-up to the World Summit on Sustainable Development,

Conscious that UNESCO-IHE is entirely extrabudgetary and as such represents a unique model among UNESCO's category 1 institutes, requiring innovative and entrepreneurial approaches to management and programme delivery,

Noting the resolution of the eighteenth session of the Intergovernmental Council of the International Hydrological Programme (IHP) establishing the UNESCO Tertiary Water Education Grants Programme, and inviting Member States to provide direct support to this programme, thus contributing also to further strengthening the links between IHP and UNESCO-IHE,

1. *Requests* the Governing Board of UNESCO-IHE to continue and intensify its efforts to:

   (a) further strengthen cooperation with IHP in implementing UNESCO's overall water and sustainable development programme, with special emphasis on the Organization's two global priorities, Africa and gender equality, and on the needs of youth, LDCs and SIDS, as well as those of the most vulnerable segments of society, including indigenous peoples;

   (b) contribute to the water education thematic programme of the United Nations Decade of Education for Sustainable Development (2005-2014), including the implementation of a water education and training needs assessment and the organization of a regional workshop for Europe and North America on this theme;

   (c) contribute actively to supporting Member States to acquire the necessary expertise and capacities to achieve MDG 7;

   (d) support and help implement activities of the United Nations system, in particular the World Water Assessment Programme;

   (e) ensure the highest degree of excellence in the academic programmes offered by UNESCO-IHE;

   (f) work in partnership with institutions from the South and North to generate knowledge for development, and further increase the accessibility of this knowledge for Member States;

   (g) innovate with new ways of delivering education and capacity-building services within developing countries themselves, in particular through distance learning methods;

(h) strengthen linkages with water-related category 2 centres, in particular within the framework of UNESCO's overall strategy for water-related category 1 and 2 institutes and centres;

2. *Expresses its gratitude* to the Government of the Netherlands as host country to UNESCO-IHE for providing core support which ensures the operation of the Institute, and to the other Member States and institutions that provide support for UNESCO-IHE projects and fellowships;

3. *Appeals* to Member States to make voluntary contributions to UNESCO-IHE, and in particular to the UNESCO Tertiary Water Education Grants Programme, thus demonstrating that Member States are committed to water education and capacity-building, and are willing to play a part in ensuring that category 1 institutes can operate in the long term entirely on extrabudgetary funding;

4. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

- sustainable development enhanced through water education and training, primarily in developing countries;
- research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries;
- capacities of local water-related organizations built and increased;
- knowledge and information developed and shared through partnerships and joint activities in education, research and capacity-building.

02101 The UNESCO-IHE Institute for Water Education became a category 1 UNESCO institute in mid-2003. The Institute provides a host of postgraduate and tailor-made training programmes in the fields of water, environment and infrastructure; conducting applied research; implementing an institutional capacity-building and human resource development programme; participating in policy development; and offering advisory services worldwide. It is the only unit in the United Nations system with the authority to confer accredited M.Sc. and Ph.D. degrees. Funding is provided exclusively from extrabudgetary sources.

02102 Efforts will continue to further the integration of the Institute within UNESCO. This will be achieved by intensifying cooperation with the IHP and its network of water-related category 2 centres, in the framework of UNESCO's overall strategy for water-related category 1 and 2 institutes and centres. The Institute will reinforce UNESCO's overall work on fresh water and will continue its work of long standing, with the overall mandate to:

- strengthen and mobilize the global educational and knowledge base for integrated water resources management; and
- contribute to meeting the water-related capacity-building needs of developing countries and countries in transition.

02103 In striving to contribute to the attainment of the MDGs, UNESCO-IHE will continue to address critical capacity-building needs which are seen as a major constraint to the achievement of these goals. The Institute will produce yearly analyses and reports on direct results achieved in relation to the MDGs.

02104 The Institute will continue to build global capacity in the water sector along four lines, as follows:

Education: The Institute will offer degree programmes at the M.Sc. and Ph.D. levels. The (modular) M.Sc. programmes are fully accredited for the 2008-2012 period. An important objective is to improve the accessibility of tertiary water education by increasing the number of joint programmes offered in collaboration with partner institutions from around the world and by expanding the portfolio of distance learning courses. Tailor-made courses will be developed and offered on demand.

Research: The main research themes are: water security, environmental integrity, urbanization, water management and governance, and information and communication systems. The Institute has increased its research efforts over the last years and will continue to invest in the quality and quantity of its research outputs. There will be a strong emphasis on increasing the numbers of Ph.D. and post doctoral fellows as well as the number of publications in peer-reviewed journals. Through the Institute's membership in the SENSE Research School, external quality control mechanisms will be set in place.

Capacity-building: Through capacity-building projects, UNESCO-IHE implements staff development activities in support of water sector institutions and supports local universities in setting up water education and research programmes. The objective is to consolidate the portfolio of capacity-building projects and to intensify cooperation with selected southern partners to jointly develop capacities with organizations in the South.

Partnerships and networks: UNESCO-IHE's strengths will be reinforced by strong and direct linkages with IHP as well as with other programmes within UNESCO dealing with environment and sustainable development. To that end, a work plan has been developed and endorsed by the IHP Council. UNESCO-IHE will also continue to provide support to regional knowledge networks and will intensify collaboration with selected organizations in the context of the UNESCO-IHE Global Partnership for Water Education and Research. This global partnership will deliver innovative learning courses, implement joint research and promote creative and innovative learning.

02105 During 2010-2011, UNESCO-IHE expects to benefit from extrabudgetary resources amounting to about $73,000,000 for its own activities. The host government, the Netherlands, will provide an annual subsidy representing approximately 35% of the budget. The remaining income will be generated in a competitive market, mainly through fellowships (20%) and projects (40%). A concerted effort will continue to be made to attract donations from Member States, especially in support of the UNESCO Tertiary Water Education Grants Programme.

02106 ## Expected results at the end of the biennium

Sustainable development enhanced through water education and training, primarily in developing countries

Performance indicators
■ Fully accredited 18-month modular M.Sc. programmes in environmental science, water management, municipal water and infrastructure, and water science and engineering
■ Minimum of five M.Sc. specializations offered in cooperation with partner universities
■ Minimum of 15 distance learning courses for water professionals
■ About 400 M.Sc. degrees and 25 Ph.D. degrees awarded
■ About 1,000 mid-career or senior experts trained to upgrade or refresh their knowledge and skills

Research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries

Performance indicators
■ A minimum of 100 Ph.D. fellows registered
■ About 25 Ph.D. theses, with a majority prepared through research in developing countries
■ 400 M.Sc. research papers addressing priority water resource issues in developing countries
■ Over 200 scientific publications in peer-reviewed journals

Capacities of local water-related organizations built and increased

Performance indicators
■ Several hundred persons from developing countries trained in staff development, facilities improvement, research and development support, education and curriculum development, training methods and tools upgrading as well as managerial systems and skills enhancement
■ University-level institutions in developing countries supported in postgraduate education in field of water

Knowledge and information developed and shared through partnerships and joint activities in education, research and capacity-building

Performance indicators
■ Cooperation between UNESCO-IHE and IHP, including through network of water-related chairs and category 2 centres
■ Cooperation among organizations active in UNESCO-IHE Global Partnership for Water Education and Research
■ Bilateral partnerships among 30 key public, private and civil society institutions
■ Support to regional water sector capacity-building networks

Abdus Salam International Centre for Theoretical Physics (ICTP)

02200 General Conference resolution 35 C/Res.21 for ICTP

The General Conference,

Acknowledging the report of the Abdus Salam International Centre for Theoretical Physics (ICTP) for the 2008-2009 biennium,

Recognizing the important role of ICTP, as a category 1 UNESCO centre, in fostering capacities and knowledge in theoretical and applied physics, pure and applied mathematics, and interdisciplinary areas, with special focus on developing countries, under Major Programme II,

1. *Requests* the ICTP Steering Committee and Scientific Council, in accordance with the ICTP Statutes, host country agreements, and this resolution, when approving the Centre's budget for 2010-2011:

   (a) to continue to ensure that ICTP goals and activities are in consonance with UNESCO's strategic programme objectives and priorities in the natural sciences, with special emphasis on the Organization's two global priorities, Africa and gender equality, and on the needs of youth, LDCs and SIDS as well as those of the most vulnerable segments of society, including indigenous peoples;

   (b) to reinforce ICTP capacity for advanced research, training and networking in the physical and mathematical sciences, as well as interdisciplinary areas, for the benefit of scientists from developing countries, ensuring that staff scientists remain at the forefront of their fields;

   (c) to support the Centre's efforts in the use of theoretical physics and mathematics to advance scientific understanding of global environmental changes and sustainable development;

   (d) to explore such avenues as condensed matter theory, physics of elementary particles, cosmology, earth system physics and the physics of disordered and complex systems;

   (e) to strengthen scientific cooperation in areas of common interest with Italian Government research institutions and other interested institutions of Member States of UNESCO, especially from developing countries, within the core mandate of UNESCO, with the International Atomic Energy Agency (IAEA), and with other concerned entities in the United Nations system;

2. *Authorizes* the Director-General to support ICTP by providing a financial allocation of $1,015,000 under Major Programme II;

3. *Expresses its gratitude* to the International Atomic Energy Agency, to the Italian Government, which gives a substantial financial contribution and provides premises to the Centre free of charge, and to the Member States and foundations that have supported the Centre through voluntary contributions, and invites them to continue their support in 2010-2011 and beyond;

4. *Appeals* to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable ICTP to implement and expand the activities envisaged for the 2010-2011 biennium;

5. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

   - advanced research training of scientists, especially women and young scientists, and university teaching staff in physics and mathematics enhanced;
   - South-South and North-South-South cooperation and activities in Africa strengthened;
   - synergies with other organizational units contributing to Major Programme II enhanced.

02201 The International Centre for Theoretical Physics (ICTP) in Trieste was founded in 1964 with the following aims: to foster the growth of advanced studies and research in physical and mathematical sciences, especially in developing countries; to provide an international forum for scientific contacts between scientists from all countries; and to provide to its associates and fellows – mainly from developing countries – facilities for conducting original research.

02202 ICTP is an entity jointly operated by UNESCO and the International Atomic Energy Agency (IAEA), largely benefiting from extrabudgetary resources, in particular provided by Italy (an estimated 90% of the total budget). Since 1996, UNESCO has been responsible for the administrative management of the Centre, prior to which it was administered by IAEA. The Centre enjoys a large degree of intellectual and functional autonomy.

Strategy

02203 ICTP aims to foster capacities and knowledge through strong research and training activities in the basic physical sciences and mathematics. Supporting scientists in developing countries remains its central task. This is accomplished through its in-house research activities in various branches of physics and mathematics, as well as the Associates Scheme, Federation Arrangements, the Diploma Programme, External Activities and the Programme for Training and Research in Italian Laboratories (TRIL). Each year ICTP organizes about 60 high-level training and research activities in all areas of physics and mathematics, including interdisciplinary areas. In addition, ICTP has regular post doctoral fellows, as well as short-term and long-term visitors.

02204 In consideration of the changing needs of the world, especially those related to global changes and sustainable development, ICTP is committed to the use of physics and mathematics for the understanding and modelling of global changes that impact Earth's habitability for the present and the future. In order to broaden the Centre's outreach, South-South cooperation agreements have been signed with several developing countries in order to carry out work directly in the various regions. ICTP is also enhancing its activities in African countries and will pursue efforts to increase the participation of women scientists in its programmes.

02205 ICTP shares common interests and objectives with the Division of Basic and Engineering Sciences through the International Basic Sciences Programme, the Division of Ecological and Earth Sciences, the Division of Water Sciences, and the Intergovernmental Oceanographic Commission, and will contribute to joint activities while exploring other modalities to further such a collaboration. Together with IAEA, ICTP runs the Sandwich Training Educational Programme, which aims to strengthen the scientific capability of young scientists and researchers from IAEA developing Member States. The Centre is exploring involvement in the ITER programme, the international experimental fusion reactor, in cooperation with

IAEA. The Centre will also continue its involvement in the SESAME programme and will expand its cooperation with the European Organization for Nuclear Research (CERN).

02206 During the 2010-2011 biennium, UNESCO will contribute from the regular programme budget an amount of $1,015,000 towards joint training activities with ICTP. For its own regular activities, ICTP expects to benefit from extrabudgetary resources amounting to $55,086,400.

02207

Expected results at the end of the biennium

Advanced research training of scientists, especially women and young scientists, and university teaching staff in physics and mathematics enhanced

Performance indicators
■ Visiting scientists and fellows
■ Scientific research programmes and publications
■ High-level training activities, including external activities

South-South cooperation and activities in Africa strengthened

Performance indicators
■ South-South and North-South-South cooperation initiatives supported
■ Operational networks initiated or supported
■ Activities in Africa and fellowships for African young scientists significantly increased

Synergies with other organizational units contributing to Major Programme II enhanced

Performance indicator
■ Joint activities organized or supported in common scientific areas of interest

MP III

Social and human sciences

Major Programme III

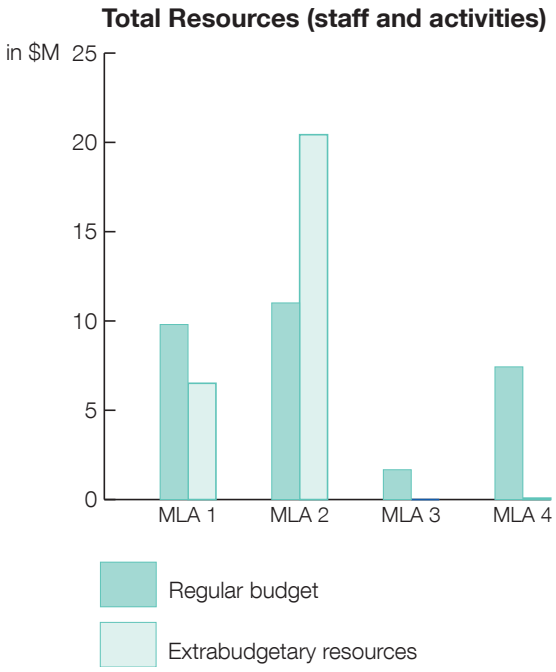
Social and human sciences

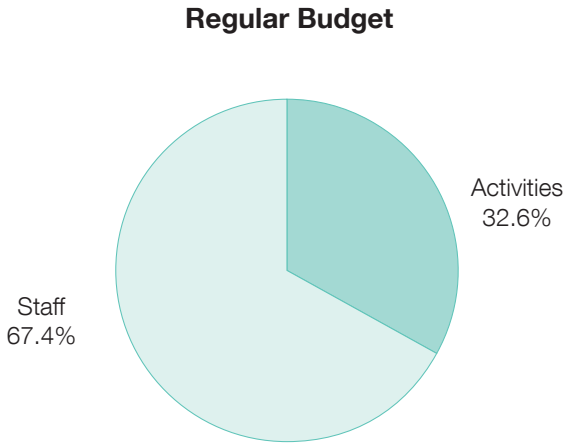
SHS 1

Main Line of Action		Regular Budget		TOTAL 35 C/5 Approved	Extrabudgetary Resources[2]
		Activities[1]	Staff		
		$	$	$	$
MLA 1	Promoting human rights within UNESCO's fields of competence, philosophy and philosophical dialogue on emerging social and human issues, as well as intercultural dialogue	3 414 800	6 294 600	9 709 400	6 513 400
MLA 2	Enhancing research-policy linkages in the field of social development and the management of social transformations, including emerging issues relating to youth	3 026 500	7 884 400	10 910 900	20 431 200
MLA 3	Ensuring the effective implementation and monitoring of the International Convention against Doping in Sport, as well as providing upstream policy orientations on physical education and sport	590 800	1 070 200	1 661 000	–
MLA 4	Supporting Member States in developing policies in the ethics of science and technology, especially bioethics, and disseminating the existing declarations in the field of bioethics	2 639 700	4 733 100	7 372 800	80 100
	Total, Major Programme III	**9 671 800**	**19 982 300**	**29 654 100**	**27 024 700**

(1) Including HQs indirect programme costs for an amount of $195,300.
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of Resources





DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

Implementing Region / Headquarters	35 C/5 Approved					
	Activities		Staff		Total	
	$	% weight	$	% weight	$	% weight
Africa	1 429 300	14.8	1 243 500	6.2	2 672 800	9.0
Arab States	1 045 200	10.8	895 300	4.5	1 940 500	6.5
Asia and the Pacific	854 700	8.8	2 113 700	10.6	2 968 400	10.0
Europe and North America	422 600	4.4	132 900	0.7	555 500	1.9
Latin America and the Caribbean	885 600	9.2	1 479 300	7.4	2 364 900	8.0
Total, Field	**4 637 400**	**47.9**	**5 864 700**	**29.3**	**10 502 100**	**35.4**
Headquarters	**5 034 400**	**52.1**	**14 117 600**	**70.7**	**19 152 000**	**64.6**
TOTAL (Headquarters + Field)	**9 671 800**	**100.0**	**19 982 300**	**100.0**	**29 654 100**	**100.0**

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

Region / Headquarters	35 C/5 Approved		
	ADG/D/P/NPO	GS/L	Total
Africa	6	–	6
Arab States	3	–	3
Asia and the Pacific	7	–	7
Europe and North America	1	–	1
Latin America and the Caribbean	5	–	5
Total, Field	22	–	22
Headquarters	40	23	63
TOTAL Posts funded from the regular budget	**62**	**23**	**85**
TOTAL Posts funded from PSC income	2	–	2
GRAND TOTAL (Regular budget + PSC income)	**64**	**23**	**87**

Major Programme III

Social and human sciences

03000 General Conference resolution 35 C/Res.34 for Major Programme III

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action for Major Programme III, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples, in order to:

   Biennial sectoral priority 1: Responding to critical global social challenges and the exigency of building a culture of peace and promoting intercultural dialogue, on the basis of human rights and philosophy

   (i) promote policy-oriented research on the main obstacles and challenges to the implementation of human rights in the domains of UNESCO, including through the establishment of the rule of law;

   (ii) pursue the research-policy work on the human rights-based approach to respond to the evolving global financial, economic and social crisis, strengthen poverty eradication, and promote gender equality;

   (iii) pursue the implementation of UNESCO's Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance, in particular through the development of research-policy linkages on fighting racism and discrimination, encouraging initiatives to combat all forms of racial and/or religious intolerance, reinforcing regional coalitions of cities against racism and discrimination, and combating HIV/AIDS-related discrimination;

   (iv) support the Management of Social Transformations (MOST) Programme, with a view to responding to the current global crisis, in the development of policy-oriented research and related capacity-building in such fields as poverty eradication, migration, regional integration and urban issues, SIDS, youth, sport and gender equality policies, in close cooperation with existing international and regional research networks, through support for and strengthening of networks of both government (including the fora of ministers of social development) and civil society experts and research institutions;

   (v) disseminate cutting-edge research results and improved methodologies through publications and online databases;

   (vi) foster dialogue in the field of youth between policy-makers, researchers and youth organizations, with particular focus on empowering young women and men to

participate fully in policy development and implementation at all levels and supporting Member States to develop effective youth policies, by promoting research, dialogue, exchange of best practices and capacity-building measures on emerging challenges such as the economic crisis, social cohesion, intercultural dialogue and youth violence, in cooperation with organizations of the United Nations system, intergovernmental organizations, researchers and youth organizations and networks;

(vii) contribute to the elaboration and improvement of physical education and sports policies, monitor the implementation of the International Convention against Doping in Sport (2005), in close cooperation with States Parties thereto and the World Anti-Doping Agency (WADA);

(viii) contribute to the elaboration of national and regional policies for the social and human sciences, within the framework of UNESCO's intersectoral platform on strengthening national research systems, with emphasis on the contribution of national research systems and science policies to overall national strategies for sustainable development and with an initial focus on Africa;

(ix) strengthen the contribution of research in the human sciences to a culture of peace through fostering dialogue (including the Greater Horn Horizon Forum of Intellectuals for the Horn of Africa, and the civil society dialogue between Israel and Palestine), linking it to relevant initiatives of the Alliance of Civilizations, and with special emphasis on the promotion of South-South and North-South-South cooperation, within the framework of the intersectoral platform on contributing to the dialogue among civilizations and cultures and to a culture of peace;

(x) pursue the implementation of the Integrated Strategy on Democracy, through initiatives including the Arab and Asian philosophical dialogue on democracy and social justice, the dialogue on democracy and human rights between the Arab world and Africa as well as through the research of the International Centre for Human Sciences in Byblos, Lebanon;

(xi) pursue the implementation of the three pillars of UNESCO's intersectoral strategy on philosophy, with emphasis on the promotion of philosophy teaching and learning at all levels, and the contribution of philosophy to debate on key contemporary issues relating in particular to the dialogue among civilizations and cultures and the promotion of a culture of peace; promote the international and national celebration of World Philosophy Day in coordination with National Commissions for UNESCO, relevant international and regional NGOs, as well as academic networks, the interregional philosophical dialogues and the activities of international networks, with particular emphasis on the International Network of Women Philosophers and on identification, preservation, appreciation and promotion of the philosophical heritage of each region.

Biennial sectoral priority 2: Addressing emerging global ethical issues

(xii) foster international, regional and national debate on ethical issues relating to the development of science and technology, in particular through:

- the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST);
- support to national ethics committees;
- awareness-raising and study of key ethical issues, including social responsibility and more equitable sharing of the benefits of science and technology, environmental ethics and the

ethical principles contained in the Recommendation on the Status of Scientific Researchers, as well as in the Declaration on Science and the Use of Scientific Knowledge;

- the availability of teaching expertise and teaching materials and of capacity-building, including training in developing countries, as well as of updated databases on ethical principles;

(xiii) enhance national and international debate and action in the field of bioethics, in close cooperation with the International Bioethics Committee (IBC) and the Intergovernmental Bioethics Committee (IGBC), including through:

- support to national bioethics committees and to international networks for exchange of experience and best practices;
- support for the creation of national bioethics committees;
- dissemination and promotion of UNESCO declarations in the field of bioethics;
- the development of the Global Ethics Observatory and the availability of teaching expertise and teaching materials, in close cooperation with COMEST;
- regional and international cooperation in the field of bioethics and strengthened cooperation with the relevant regional centres and intergovernmental institutions active in the field of bioethics, for example the Pan-American Health Organization (PAHO) through its Regional Bioethics Programme based in Santiago, Chile, and the UNESCO REDBIOETICA;

(xiv) ensure interdisciplinary cooperation through the intersectoral platforms, in particular for climate change, science education, education for sustainable development and strengthening of national research systems, with emphasis on the elaboration and dissemination of educational materials for the teaching of the ethics of science and technology at all relevant educational levels from secondary education to higher education, in close cooperation with the UNESCO International Bureau of Education (IBE), on the ethical dimensions and components of education for sustainable development, and on the reinforcement of the ethics of science and technology in national research systems;

(b) to allocate an amount of $9,671,800 for activity costs and $19,982,300 for staff costs;

2. *Requests* the Director-General:

(a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;

(b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Promoting human rights within UNESCO's fields of competence, philosophy and philosophical dialogue on emerging social and human issues, as well as intercultural dialogue

(1) Evidence-based policy recommendations to empower people deprived of their basic human rights formulated and disseminated

(2) Philosophical exchanges reinforced with a view to addressing new challenges to democracy and a culture of peace

Main line of action 2: Enhancing research-policy linkages in the field of social development and the management of social transformations, including emerging issues relating to youth

(3) Member States supported in the development of policies in fields related to social transformations, such as regional integration, migration, SIDS, urban development and youth

(4) Research policies and capacities in the social and human sciences in Member States supported

Main line of action 3: Ensuring the effective implementation and monitoring of the International Convention against Doping in Sport, as well as providing upstream policy orientations on physical education and sport

(5) Member States supported in the development of policies for physical education and sport and in the implementation of the International Convention against Doping in Sport

Main line of action 4: Supporting Member States in developing policies in the ethics of science and technology, especially bioethics, and disseminating the existing declarations in the field of bioethics

(6) Policy advice provided and bioethics programmes strengthened

(7) Ethics infrastructures in Member States developed and reinforced

(8) Overarching framework for an ethical approach to the use of science and technology and other scientific activities that respect human dignity and human rights further developed;

3. *Also requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications, indicating specific demonstrated achievements for each main line of action;

4. *Further requests* the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme III are also being fully achieved.

Major Programme III

Social and human sciences

03001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:
Responding to critical global social challenges and the exigency of building a culture of peace and promoting intercultural dialogue, on the basis of human rights and philosophy.

Biennial sectoral priority 2:
Addressing emerging global ethical issues.

Internationally agreed development goals and commitments

Millennium Development Goals (MDGs), in particular MDG 1.

United Nations Millennium Declaration.

2005 World Summit Outcome Document.

International Convention against Doping in Sport (2005).

Vienna Declaration and Programme of Action adopted by the World Conference on Human Rights (1993).

Declaration and Programme of Action for the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010).

Plan of Action adopted by the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance (2001).

International instruments in bioethics, including the Universal Declaration on the Human Genome and Human Rights (1997), the International Declaration on Human Genetic Data (2003), and the Universal Declaration on Bioethics and Human Rights (2005).

03002 Major Programme III will continue to provide the lead in pursuing overarching objective 3 "Addressing emerging social and ethical challenges" of the Medium-Term Strategy 2008-2013. In accordance with its mission to advance knowledge, standards and intellectual cooperation in order to facilitate social transformations conducive to the universal values of justice, freedom and human dignity, the Social and Human Sciences Sector will foster the links between researchers and the policy-making community with a view to focusing on the social policy responses to the current global economic and financial crisis.

03003 The challenges resulting from the global financial and economic crisis and their impact on the social situation around the world increase the need for social sciences to focus on the complexities of the situation and the changes occurring. In this context, an informed understanding of the local and national settings is of particular value. National research systems in particular must be enabled to enhance their capacity in order to anticipate challenges, to analyse likely impacts and to devise possible responses. Putting science, including the social and human sciences, at the service of peace and development requires that the full range of social beliefs, concerns and interests are taken into account and integrated into the process of knowledge production, use and sharing. It is vital that a dialogue between researchers and policy-makers be initiated and sustained, fully embracing all stakeholders of civil society in a genuinely participatory framework.

03004 The fundamental pillar of Major Programme III – and indeed all the programmes of the Organization – is the Universal Declaration of Human Rights. UNESCO's Human Rights Strategy positions the Organization within the broader spectrum of actors, governmental and non-governmental, working

for the promotion and protection of human rights. The Social and Human Sciences Sector's role is to coordinate the five areas of action between programme sectors: mainstreaming human rights, standard-setting and monitoring, human rights education, human rights research and strengthening partnerships. Likewise, the human rights approach permeates all activities of Major Programme III, addressing ethical and social challenges. In particular, human rights provide the explicit normative underpinning for the international recommendations and declarations on which UNESCO's activities in the ethics of science and technology are based. As the current global crisis unfolds, observance of human rights will be critical to protect individuals and societies from excessive vulnerabilities.

03005 The work of Major Programme III is genuinely intersectoral, as it also involves the social science research community which by nature is multidisciplinary. Policy advice emanating from such activities concerns numerous line ministries and professional communities. In designing the Sector's activities, the objectives of the intersectoral platforms will therefore be taken into account, to the extent possible.

03006 The recommendations of the Overall Review Committee for Major Programmes II and III underlined the essential links between the Natural and the Social and Human Sciences. In addressing those recommendations, interaction between the international scientific programmes and their secretariats will be enhanced and specific working areas in the field of science ethics, climate change, water management and SIDS will be addressed jointly by both sectors. Moreover, they will endeavour together to strengthen policy advice through the integration of social sciences into national science policy reviews. Rigorous and transparent selection, assessment and evaluation of research will be guaranteed by systematic peer reviews and restitution workshops in cooperation with UNESCO Chairs, universities and institutes. Partnerships and outreach will be improved through close cooperation with international and national research councils, networks and institutions and enhanced association with private partners.

03007 Increased South-South cooperation will continue to be important, especially with a view to producing knowledge from the countries concerned by international policy recommendations and to assisting in the sharing of experience and the shaping of social policies, not least in view of the impact of the global economic and financial crisis. Regional and international fora of ministers of social development will be a privileged modality to enhance horizontal cooperation. With a view to addressing the challenges of the developing world, the International Social Science Journal will be published under a new collaborative partnership agreement with national research institutions in South Africa, India and China. Research will be carried out through South-South cooperation between the Caribbean, the Pacific and the African and Indian Ocean island States in order to identify good practices and improve policies in small island development States (SIDS). The social and human science's contribution to dialogue among civilizations and a culture of peace builds on interregional philosophical dialogue and joint reflection between researchers and civil society actors of different regions.

03008

Global priority Africa

Major Programme III will continue addressing global priority Africa through focused activities in each MLA. Within the MOST programme, emphasis will be put on the building of MOST National Committees and the involvement of UNESCO Chairs and national and regional research networks. Support will be provided to African Member States to review their national research systems in view of their contribution, also taking into account any implications resulting from the current crisis on poverty eradication and sustainable development. Subregional forums of ministers of social development will be organized. A pilot application of the MOST online research tool for national use will be implemented in cooperation with the Human Sciences Research Council of South Africa. The Council will also be among UNESCO's strategic partners for the publishing of the International Social Science Journal. Research policy dialogues will be organized in the area of regional integration and social transformations using results of research supported by UNESCO in West Africa and East Africa. The main thrust of Major Programme III in the field of youth in Africa will be youth empowerment with three strategic objectives: youth participation in policy development, entrepreneurship and regional integration through support to the consolidation of youth networks. Support of women's study and documentation will focus on the Great Lakes Region. Within the Coalition of African Cities against Racism and Discrimination, special emphasis will be put on the fight against HIV/AIDS-related stigma and discrimination. In the area of ethics of science and technology, the priority is translated into three main capacity-building projects: the expansion of GEObs databases 2, 3 and 4 will focus on African countries; the mapping of ethics teaching in Africa will be completed, thus allowing enhanced networking of specialists in the continent; and particular emphasis on the establishment of new bioethics committees and on ensuring that coordination, empowerment and monitoring mechanisms for the committees will be established during the biennium.

Expected results at the end of the biennium

African Member States assisted in the development of policies through dialogues at various levels in fields related to social transformations, including in human rights, poverty eradication, the fight against racism and discrimination, gender equality, youth empowerment, migration and regional integration

Performance indicators

- Number and impact of initiatives involving dialogue among various stakeholders involved in policy and programme development
- Number of regional fora of ministers
- Number of MOST National Committees set up and operational
- Number of policy briefs and policy-oriented publications produced per topic
- Number of national and regional consultations to validate research results for policy
- Number of national pilot applications of MOST online research tool
- Number of municipalities engaged in implementation of the Coalition's action plan and quality of reports

National research systems and ethics infrastructures in African countries developed and reinforced

Performance indicators
■ Number of national bioethics committees
■ Number of regional coordination mechanisms for national bioethics committees
■ Number of entries in GEObs
■ Number of ethics teaching programmes in universities

03009

Global priority gender equality

Major Programme III will promote gender equality by mainstreaming the gender perspective and approach in all programme planning, implementation and evaluation, focusing on issues pertaining to discrimination, poverty, democracy, governance, migration, urban development and ethics of science and technology.

Emphasis will be put on networking, research, advocacy, capacity-building and sharing of good practices with a view to producing policy briefs that fully integrate the gender equality perspective.

In particular, the Social and Human Sciences Sector will continue to implement its sectoral strategy, in line with the Gender Equality Action Plan for 2008-2013, which identified three objectives: the study of the impact of globalization on women's socio-economic, political and cultural condition and rights; the analysis of sociocultural institutions, laws, norms, practices and values that inhibit equality between the sexes or that help to reproduce violence against women; and the promotion of women's participation and involvement in conflict resolution, peace-building and reconstruction, as well as in the social sciences and humanities, including philosophy.

Expected results at the end of the biennium

Gender-specific information included in all policy briefs

Performance indicator
■ Number of reports and policy briefs with appropriate attention to gender issues

Strengthening of institutional capacities for policy-oriented research and better understanding of the impact of contemporary challenges on women's rights and gender equality

Performance indicators
■ Number of research institutions, networks and programmes supported
■ Number of policy-dialogues
■ Number and impact of publications on research findings

Evidence-based policies developed supporting women's empowerment and women's full participation in society, especially in developing countries

Performance indicators
■ Number and relevance of research policy papers for policy-makers at municipal, national and regional levels
■ Number and relevance of restitution dialogues with researchers and decision-makers

Incorporation of gender equality issues in ethical frameworks for science and technology improved

Performance indicator
■ Gender equality issues addressed in the reports produced by COMEST and IBC

03009 bis The plan of action of Major Programme III aims at the implementation of (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of this major programme, as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 35th session of the General Conference:

35 Report by the Director-General on the activities carried out to celebrate the 60th anniversary of the Universal Declaration of Human Rights

36 Consideration of the desirability of preparing a draft universal declaration of ethical principles in relation to climate change

37 Establishment in Praia, Cape Verde, of a West Africa Institute for International Research on Regional Integration and Social Transformations, as a category 2 institute under the auspices of UNESCO

38 Establishment in Kinshasa, Democratic Republic of Congo, of a research and documentation centre for women, gender and peace-building under the auspices of UNESCO

39 Revision of the Statutes of the Intergovernmental Committee for Physical Education and Sport

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the Records of the General Conference.

Biennial sectoral priority 1: Responding to critical global social challenges and the exigency of building a culture of peace and prompting intercultural dialogue, on the basis of human rights and philosophy

Main line of action 1: Promoting human rights within UNESCO's fields of competence, philosophy and philosophical dialogue on emerging social and human issues, as well as intercultural dialogue

03010 While advocating the principles of universality, indivisibility, interdependence, interrelatedness and equal importance of all human rights, UNESCO has a special responsibility with regard to certain rights directly linked to its mandate. At the regional level, UNESCO will initiate work on policy-oriented research on the best way to protect human rights in the context of the present financial and economic as well as social crisis. Working with researchers, UNESCO will bring the results of this research to the fora of ministers in charge of social development, women's affairs and youth. Promotion of a culture of human rights and tolerance will be done through two prizes: the UNESCO/Bilbao Prize for the Promotion of a Culture of Human Rights and the UNESCO/Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence.

03011 UNESCO will put emphasis on empowering those who are deprived of their basic rights, considering that poverty undermines the rights and dignity of people. In coordination with United Nations entities and other intergovernmental organizations (IGOs), UNESCO will support national poverty eradication strategies through research, capacity-building and the design of decision-making tools for national policy-makers. Overall, UNESCO will advance the integration of a human rights-based approach into programming, especially at the country level, to help prevent increases in poverty levels.

03012 As part of its commitment to promote gender equality, through the establishment and provision of continued support to women's studies and gender research networks and programmes at the regional and international levels, the Social and Human Sciences Sector will explore the effect of the global crisis on poverty and its impact on women's socio-economic, political and cultural conditions and rights. Policy recommendations developed as a result of studies at university level will be conveyed and discussed with decision- and policy-makers in order to contribute to the development of evidence-based policies. In particular, a programme of policy-oriented research will contribute to analysing the impact of socio-cultural institutions, laws, norms, practices, and values on violence against women. Continued support will be given to the Palestinian Women's Research and Documentation Center and the development of research and documentation in the Great Lakes Region in Africa.

03013 UNESCO's Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance aims at deepening knowledge of various forms of racism, discrimination, xenophobia and intolerance, the formulation of national policies and plans of action as well as disseminating good practices. In this context, the International Coalition of Cities against Racism and Discrimination and regional coalitions will provide platforms for mobilizing decision-makers at the municipal level for reinforcing the institutional capacities in adopting and implementing relevant policies and for sharing good practice and lessons learned. A similar new network of national authorities will be established, starting as a pilot in the Latin America and the Caribbean Region. Special emphasis will be placed on combating the stigma of HIV and AIDS.

03014 In the implementation of the Integrated Strategy on Democracy, UNESCO will put particular emphasis on the challenges posed by the crisis to dialogue, democracy and a culture of peace in the different regions concerned, particularly in post-conflict situations, through initiatives fostering dialogue, such as the Greater Horn Horizon Forum of Intellectuals for the Horn of Africa, the civil society dialogue between Israel and Palestine, the Arab and Asian philosophical dialogue on democracy and social justice, the dialogue on democracy and human rights between the Arab world and Africa as well as through the research of the category 2 International Centre for Human Sciences in Byblos, Lebanon. Moreover, the UNESCO Prize for Peace Education will be awarded. It is now widely accepted that a critical mass of women's leadership (usually about 30%) is a key to stabilizing war-torn countries as well as being one of the most effective ways to counter the rise of extremism. In this regard, the promotion of the participation of women at the highest decision-making levels in these initiatives will be a priority.

03015 The implementation of UNESCO's Intersectoral Strategy on Philosophy will be pursued through its three pillars: philosophical dialogue including the women philosophers' network, philosophy teaching and promotion of philosophical thought and research through the World Philosophy Day. Emphasis will be put on reinforcing the contribution of philosophy to the promotion of a culture of peace, new social policies, conflict prevention and the struggle against all forms of violence. International philosophical dialogues will focus on important contemporary issues, with foresight and gender perspectives, relating to the promotion of democracy and human rights through cooperation with key partners, particularly the International Council for Philosophy and Humanistic Studies (ICPHS) and the journal *Diogènes*.

Expected results at the end of the biennium

Expected Result 1: Evidence-based policy recommendations to empower people deprived of their basic human rights formulated and disseminated

Performance indicators
■ Number and relevance of research projects on human rights within UNESCO's fields of competence, including on the fight against racism, racial discrimination, xenophobia and intolerance and on gender equality issues
■ Number and relevance of research policy papers for policy-makers at municipal, national and regional levels
■ Number and relevance of restitution dialogues with researchers and decision-makers

Performance indicators
■ Number and impact of publications on research findings ■ Visibility generated by the UNESCO/Bilbao Prize for the Promotion of a Culture of Human Rights and the UNESCO/Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence ■ Number of national poverty reduction strategies supported ■ Number and quality of work of networks of stakeholders from the public, private and research communities ■ Number of municipalities engaged in the implementation of the regional Coalitions' ten-point action plans and quality of reports received

Expected Result 2: Philosophical exchanges reinforced with a view to addressing new challenges to democracy and a culture of peace

Performance indicators
■ Number and relevance of policy recommendations by the research community for decision-makers ■ Number, relevance and impact of interregional philosophical dialogues in addressing contemporary challenges ■ Number and impact of publications on research findings

Performance indicator	*Benchmarks*
■ Visibility generated by World Philosophy Day and UNESCO Prize for Peace Education	– *1 international meeting on the teaching of philosophy* – *one co-publication with CIPSH on research in the field of philosophy* – *2 international celebrations of World Philosophy Day* – *award ceremony for UNESCO Prize for Peace Education*

Main line of action 2: Enhancing research-policy linkages in the field of social development and the management of social transformations, including emerging issues relating to youth

03016 The intergovernmental Management of Social Transformations (MOST) Programme will continue to enhance the research-policy linkages in the field of social transformations, internationally, regionally and nationally, with a view to providing science-based policy responses to the likely social impact of the evolving financial and economic crisis. In coordination with the MOST Intergovernmental Council and the Scientific Advisory Committee, work will concentrate on reviewing research-policy linkage experiences as a study subject and on specific regional themes. In order to create spaces of dialogue between policy-makers and the research community, emphasis will be put on the building of MOST

National Committees and the involvement of UNESCO chairs and regional research networks. Regional and subregional fora of ministers in charge of social development will be organized in order to promote the sharing of experience and the development of coherent policy approaches to address adequately the social impact of the crisis. They gradually will transform into regional fora on social development, involving ministers, researchers and community associations. Evidence-based policy-making will be further enhanced through the MOST online tool that allows for comparison of policy-relevant research results from worldwide sources. Country reviews of research systems undertaken jointly with the Natural Sciences Sector will seek to enhance research capacity by building on the work of the intersectoral platform on strengthening of national research systems. Under the framework agreement 2008-2013, the International Social Science Council will contribute to achieving the objectives of the MOST Programme. The ongoing cooperation with the United Nations system will in particular focus on the United Nations Regional Economic Commissions, UNRISD and UN-DESA and on the follow-up to major relevant United Nations conferences in the area of social development.

03017 Research policy dialogues and the targeted dissemination of research results relating to regional integration policies on social transformations will build on research supported by UNESCO in West Africa and East Africa. Cooperation with the United Nations University's Centre on Regional Integration Studies (UNU-CRIS) and relevant regional and subregional organizations will pay specific attention to such frameworks for social development. In cooperation with ECOWAS, ECOBANK and WAEMU, support and guidance will be provided to the West Africa Institute in its first years of operation.

03018 Social science knowledge will be used to contribute to better understanding and management of social transformations in SIDS. In the framework of the Mauritius Plan of Action, research will be carried out with the Natural Sciences Sector drawing on South-South cooperation between the Caribbean, the Pacific, the African and Indian Ocean Island States in order to identify good practices and improve policies for coastal management and with special reference to women and youth. The emerging challenges of migrations and urbanization will be addressed, also taking into account the impact of climate change and the fallout of the current crisis.

03019 Among the global social challenges, international migration is likely to be affected by the economic crisis with possible outbursts of xenophobia, reduction in remittances and difficulties in social integration. UNESCO, as a member of the Global Migration Group that brings together the intergovernmental organizations concerned with migration, contributes by focusing on the human rights of migrants. Through the creation of ad hoc research networks and of innovative spaces enabling exchanges between researchers and policy-makers, UNESCO will in particular engage in the study of the integration of migrants and the protection of their rights in the societies where they settle, and the introduction of free movement agreements within regional integration zones, as well as the impact of climate change and environmental trends on migration, in cooperation with the Natural Sciences Sector and in alliance with the International Organization for Migration (IOM) and other international agencies. In cooperation with UN-HABITAT and UNESCO Chairs special emphasis will be put on the major urban challenges linked to the inclusion of migrants in cities within the framework of the joint UNESCO/UN-HABITAT project "Urban policies and the right to the city: rights, responsibilities and citizenship" to enhance inclusiveness, social cohesion and democracy at local level. Activities on "Education for sustainable urban development" and "Urban policies and citizenship" to prevent and mitigate urban conflicts will be continued in cooperation with other major programmes of UNESCO. Dissemination of good practice will take place at the World Urban Forum (Rio de Janeiro 2010), and the World Exhibition 2010 to be held in Shanghai devoted to the theme "Better Cities, Better Lives".

03020 The promotion of dialogue between policy-makers, researchers and youth organizations will be at the heart of the work in the field of youth, with particular focus on empowering young women and men

in order to enable them to fully participate in policy responses to the economic crisis. In this regard, emphasis will be put on research, dialogue, exchange of best practices and capacity-building measures in order to assist Member States in developing effective youth policies. In cooperation with organizations of the United Nations system, IGOs, researchers, youth organizations and networks, emerging challenges such as social cohesion, intercultural dialogue and youth violence will be addressed.

Expected results at the end of the biennium

Expected Result 3: Member States supported in the development of policies in fields related to social transformations, such as regional integration, migration, SIDS, urban development and youth

Performance indicators	*Benchmarks*
■ Number and impact of initiatives allowing for dialogue and cooperation among various stakeholders	– *participants from each stakeholder group in ministerial fora* – *2 new subregional fora and/or interregional fora* – *2 mechanisms enabling dialogue and cooperation among stakeholders in policy and programme development related to youth* – *3 conferences, fora or seminars allowing dialogue among the stakeholders involved in policy and programme development related to youth organized*
■ Number and impact of capacity-building initiatives enabling different stakeholders to contribute to policy and programme development processes in priority areas	– *2 capacity-building seminars or sessions for policy and programme development relating to youth*
■ Number of policy briefs and policy-oriented publications	– *at least one major publication in each thematic field* – *5 thematic collections integrated into MOST online policy-research tool* – *2 policy briefs or policy-oriented publications on youth-related issues*
■ Number of national consultations to validate research for policy-making	– *at least one major consultation in each thematic field*
■ Inter-agency cooperation on regional/subregional social policy frameworks	– *joint policy-brief production in MOST online policy-research tool*

Expected Result 4: Research policies and capacities in the social and human sciences in Member States supported

Performance indicators	*Benchmarks*
■ Number of MOST National Committees set up	– *5 new Committees*
■ Number of reviews of national research capacities in the social and human sciences published	– *At least three national reviews undertaken in developing countries*

Main line of action 3: Ensuring the effective implementation and monitoring of the International Convention against Doping in Sport, as well as providing upstream policy orientations on physical education and sport

03021 In accordance with its mandate related to the International Convention against Doping in Sport (2005), which has more than 100 States Parties, UNESCO's action in this area will focus on the implementation and monitoring of the Convention, technical assistance and policy advice, as well as financial assistance to States Parties, with priority given to LDCs and SIDS, from the Fund for the Elimination of Doping in Sport for the implementation of effective anti-doping programmes. Moreover, in cooperation with the Intergovernmental Committee on Physical Education and Sport (CIGEPS), IGOs, NGOs, sports federations and the private sector, UNESCO will promote research on sport and physical education policies with a view to contributing to governmental policies and to the United Nations system-wide efforts on sport as a tool for development, the achievement of EFA goals and for peace.

Expected results at the end of the biennium

Expected Result 5: Member States supported in the development of policies for physical education and sports and in the implementation of the International Convention against Doping in Sport

Performance indicators	*Benchmarks*
■ Number and impact of initiatives allowing for dialogue and cooperation among various stakeholders	– *2 meetings or seminars organized with stakeholders in sports and physical education*
■ Number of policy briefs and policy oriented publications	– *2 policy briefs on sports and physical education*
■ Number of States Parties to the International Convention against Doping in Sport and projects approved under the Fund for the Elimination of Doping in Sport	– *150 States Parties to the International Convention and 25 projects approved. (Baseline: 100 States Parties at the end of 2008)*

Biennial sectoral priority 2: Addressing emerging global ethical issues

03022 With the pivotal assistance of the International Bioethics Committee (IBC), the Intergovernmental Bioethics Committee (IGBC) and the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), and in cooperation between Major Programmes II and III, UNESCO will seek to create a better understanding of and responses to the major ethical issues raised by science and technology, and support analysis and discussion of new major ethical challenges internationally, regionally and nationally. The coordination and synergy of activities of United Nations system organizations and other intergovernmental organizations as well as programmes in the area of bioethics will also be strengthened through the United Nations Interagency Committee on Bioethics.

03023 UNESCO will pursue and intensify its efforts to disseminate and promote the principles set out in the declarations in the field of bioethics (the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data and the Universal Declaration on Bioethics and Human Rights), with the assistance and support of IBC and IGBC; to assist in the application of the principles, through its three main capacity-building projects: the Global Ethics Observatory (GEObs); the Ethics Education Programme (EEP) and the Assisting Bioethics Committees (ABC) project; and to elaborate the principles so as to establish practices and tools to facilitate the growth and use of science and technology respecting human dignity and human rights.

03024 In other ethical areas relating to scientific and technological development, the Social and Human Sciences and the Natural Sciences Sectors will promote discussion on the available normative framework (the 1974 Recommendation on the Status of Scientific Researchers and the 1999 Declaration on Science and the Use of Scientific Knowledge) with a view to assisting Member States in monitoring implementation, supporting appropriate development of codes of conduct and other mechanisms by scientific associations and other stakeholders, and gradually developing, through the work of COMEST, an overarching framework for an ethical approach to scientific activity. Considerations of existing normative frameworks will also focus on the challenges to them deriving from new ethical concerns and from the internal dynamic of scientific and technological development.

03025 A new effort will be undertaken in the area of awareness-raising by fostering an active and informed involvement of society at large and stimulating democratic debates about the ethical implications of scientific and technological developments and the link between ethics and governance.

03026 Within the work of the intersectoral platform on climate change, the Ethics of Science and Technology Programme will endeavour to ensure that relevant ethical concerns are taken into account throughout UNESCO's response. The programme will contribute to strengthening the scientific knowledge base by emphasizing the responsibility of scientists to contribute to the good of humankind as a whole, as a corollary of the human right to enjoy the benefits of scientific progress, with the attendant implications for exchange of scientific data and models and research priorities and with particular reference to vulnerable regions and populations. The programme will also contribute to policy support for adaptation strategies by facilitating development of assessment criteria that reflect specific patterns of socio-environmental vulnerability as well as the autonomy and relevant knowledge of local communities.

Main line of action 4: Supporting Member States in developing policies in the ethics of science and technology, especially bioethics, and disseminating the existing declarations in the field of bioethics

Expected results at the end of the biennium

Expected Result 6: Policy advice provided and bioethics programmes strengthened

Performance indicators
■ Number of statutory activities of IBC and IGBC held and policy documents produced relating to the application of the principles of the UNESCO Declarations

Performance indicators
■ Number of activities organized and impact monitored to promote the principles of the UNESCO Declaration in different regions ■ Number of activities organized and impact monitored in different regions to stimulate public debate and raise awareness of decision-makers

Expected Result 7: Ethics infrastructures in Member States developed and reinforced

Performance indicators
■ Number of national bioethics committees set up and with enhanced performance ■ Number of entries in GEObs ■ Number of ethics teaching programmes in universities

Expected Result 8: Overarching framework for an ethical approach to the use of science and technology and other scientific activities that respects human dignity and human rights further developed

Performance indicators
■ Number of meetings and debates of COMEST and policy documents ■ Quality of assistance given to Member States in monitoring development and implementation of codes of conduct for an ethical approach to scientific activity

MP IV

Culture

Major Programme IV

Culture

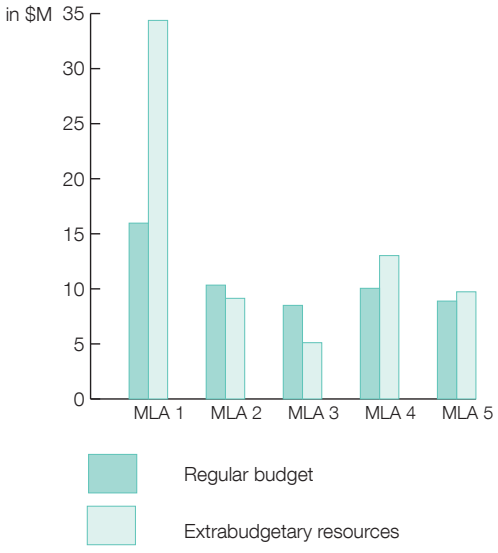
CLT 1

	Main Line of Action	Regular Budget		TOTAL 35 C/5 Approved	Extrabudgetary Resources[2]
		Activities[1]	Staff		
		$	$	$	$
MLA 1	Protecting and conserving immovable cultural properties and natural properties, in particular through the effective implementation of the World Heritage Convention	4 573 200	11 400 300	15 973 500	34 376 700
MLA 2	Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	3 841 200	6 496 800	10 338 000	9 142 400
MLA 3	Enhancing the protection of cultural objects and the fight against illicit trafficking in them, notably through the promotion and implementation of the 1954 Convention and its two Protocols, and the 1970 and 2001 Conventions, as well as the development of museums	2 789 100	5 713 000	8 502 100	5 110 300
MLA 4	Protecting and promoting the diversity of cultural expressions, particularly through the implementation of the 2005 Convention and the development of cultural and creative industries	3 512 000	6 538 700	10 050 700	13 018 300
MLA 5	Integrating intercultural dialogue and cultural diversity into national policies	2 485 500	6 399 900	8 885 400	9 729 000
	Total, Major Programme IV	**17 201 000**	**36 548 700**	**53 749 700**	**71 376 700**

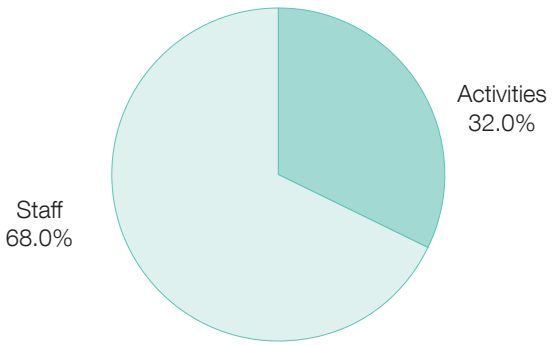
(1) Including HQs indirect programme costs for an amount of $202,000 (of which $53,700 for WHC).
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of Resources

Total Resources (staff and activities)



Regular Budget



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

Implementing Region / Headquarters	35 C/5 Approved					
	Activities		Staff		Total	
	$	% weight	$	% weight	$	% weight
Africa	2 443 600	14.2	2 831 400	7.7	5 275 000	9.8
Arab States	1 309 000	7.6	1 456 800	4.0	2 765 800	5.1
Asia and the Pacific	1 871 800	10.9	2 839 300	7.8	4 711 100	8.8
Europe and North America	499 400	2.9	1 317 400	3.6	1 816 800	3.4
Latin America and the Caribbean	1 511 300	8.8	2 141 700	5.9	3 653 000	6.8
Total, Field	**7 635 100**	**44.4**	**10 586 600**	**29.0**	**18 221 700**	**33.9**
Headquarters	**9 565 900**	**55.6**	**25 962 100**	**71.0**	**35 528 000**	**66.1**
TOTAL (Headquarters + Field)	**17 201 000**	**100.0**	**36 548 700**	**100.0**	**53 749 700**	**100.0**

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

Region / Headquarters	35 C/5 Approved		
	ADG/D/P/NPO	GS/L	Total
Africa	12	–	12
Arab States	5	–	5
Asia and the Pacific	13	–	13
Europe and North America	4	1	5
Latin America and the Caribbean	9	–	9
Total, Field	43	1	44
Headquarters	72	48	120
TOTAL Posts funded from the regular budget	**115**	**49**	**164**
TOTAL Posts funded from PSC income	10	–	10
GRAND TOTAL (Regular budget + PSC income)	**125**	**49**	**174**

Major Programme IV

Culture

04000 General Conference resolution 35 C/Res.40 for Major programme IV

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action for Major Programme IV, structured around the following two biennial sectoral priorities and five main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples, in order to:

   Biennial sectoral priority 1: Protecting, safeguarding and managing the tangible and intangible heritage

   (i) service States Parties to the 1972 World Heritage Convention through the organization of statutory meetings of the World Heritage Committee and the General Assembly of States Parties with a view to ensuring the proper implementation of the decisions of its governing bodies, notably the establishment of a fully credible, balanced and representative World Heritage List that reflects all cultures and civilizations;

   (ii) implement the key priorities approved by the governing bodies of the 1972 Convention to address global strategic issues and challenges, particularly climate change, tourism and urbanization, notably by focusing on the conservation, management and monitoring of World Heritage for sustainable development;

   (iii) strengthen heritage conservation and capacity-building, particularly in Africa, in close cooperation with the African World Heritage Fund, notably for sites on the World Heritage in Danger List and sites in post-conflict and post-disaster countries, paying particular attention to promoting and implementing the Convention in SIDS and LDCs;

   (iv) increase awareness of heritage protection and conservation through the development of the World Heritage Centre's information and knowledge management system relating to the Convention's processes, notably with a view to expanding its partnerships;

   (v) ensure a smooth start to the implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, in particular through the development of the List of Intangible Cultural Heritage in Need of Urgent Safeguarding, the Representative List of the Intangible Cultural Heritage of Humanity and the register of programmes pursuant to the Operational Directives by coordinating the consultation process and requests for assistance made under the Intangible Cultural Heritage Fund, with particular attention paid to developing countries, in particular in Africa;

(vi) promote better protection and transmission of the intangible heritage, in particular by assisting Member States through policy advice, capacity-building for the identification of the intangible cultural heritage – with special emphasis on endangered languages – through the promotion of identification and safeguarding measures, and the gathering, analysis and dissemination of good practices in this respect;

(vii) launch and develop communication activities through appropriate partnerships in order to ensure that the intangible heritage is understood, known and appreciated, in particular by young people, through formal and informal education systems and the new communication media;

(viii) promote standard-setting and operational activities for the protection of cultural objects and the fight against illicit traffic, particularly through the effective implementation of the 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict (the Hague Convention) and its two Protocols, the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and the 1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects, as well as support to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation, and dialogue and cooperation between States Parties for the identification of cultural property, the sharing of information and experience thereon, and processes for the restitution of such property;

(ix) develop capacities and institutions for the protection of underwater cultural heritage in UNESCO Member States and the effective implementation of the 2001 Convention on the Protection of the Underwater Cultural Heritage;

(x) sustain the development of high-visibility and high-impact projects in the area of museum development at the national and local levels, in particular in Africa and LDCs, focusing on capacity-building and the reinforcement of existing infrastructures, as well as the production of educational tools for the protection and conservation of cultural objects and the strengthening of museum institutions.

Biennial sectoral priority 2: Promoting the diversity of cultural expressions, languages and multilingualism, the dialogue of cultures and civilization, and a culture of peace

(xi) ensure the effective implementation of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, in particular through the continuation of the preparation of operational guidelines, the smooth functioning of its operational mechanisms and the following up of requests for international assistance under the International Fund for Cultural Diversity;

(xii) promote North-South, South-South and North-South-South public-private partnerships for the development of creative industries through capacity-building, monitoring and support to regional and subregional integration initiatives in the areas of the book industry, translation, crafts and design, notably through the development of the award of excellence in crafts, the social design network Design 21 and the DREAM (dance, read, express, art, music) Centres, the expansion of the Creative Cities network, with the aim of fostering their development and knowledge-sharing, through the organization on a yearly basis, subject to the availability of sufficient extrabudgetary resources, of the Forum on Culture and the Cultural Industries; and ensure assistance to Member States in the implementation of the Revised International

Framework for Cultural Statistics produced in cooperation with the UNESCO Institute for Statistics (UIS) and national statistical institutes;

(xiii) encourage initiatives designed to develop arts education at the national level with a view to promoting quality education as a means of enhancing the cognitive and creative capacities of the individual, and organize the Second World Conference on Arts Education to be held in Seoul in 2010;

(xiv) expand the integration of culture into national development policies and regional processes, in particular in Africa and the LDCs, including through the "Delivering as One" approach for the Common Coutnry Assessment/United Nations Development Assistance Frameworks (CCA/UNDAFs), poverty reduction strategies (PRSs), the implementation of the UNDP/Spain MDG Achievement Fund (MDG-F) projects, and other modalities, notably through policy advice, capacity-building, identification of good practices, skill transfer and the application of tools, such as the cultural diversity programming lens;

(xv) expand knowledge of African history, and in particular of the slave trade and the related cultural interaction processes such as the Slave Route, including action to counter prejudices and stereotypes through the pedagogical use of the UNESCO *General History of Africa*;

(xvi) consolidate efforts to promote intercultural dialogue, in particular in the context of the cooperation with the Alliance of Civilizations and of UNESCO's lead role for the International Year for the Rapprochement of Cultures (2010), as well as through programmes for indigenous peoples, the building of intercultural skills, and the creation of new spaces involving youth and women;

(xvii) promote the place, role and participation of women in society and in the development of culture, while fully respecting the principle of gender equality;

(xviii) continue supporting and/or engaging in national and regional cultural policy processes, notably by providing advice, developing training tools and building the capacity of policy-makers, programmers and leading actors with responsibilities in the area of culture and innovative cultural policy formulation, especially in Africa and Latin America and the Caribbean.

(b) to allocate for this purpose an amount of $17,201,000 for activity costs, and $36,548,700 for staff costs;

2. *Requests* the Director-General:

(a) to implement the various activities authorized by this resolution, to the maximum extent possible, through intersectoral platforms;

(b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Protecting and conserving immovable cultural properties and natural properties, in particular through the effective implementation of the World Heritage Convention

(1) Implementation of the World Heritage Convention strengthened through the effective functioning of its governing bodies

(2) World Heritage properties more effectively protected against new global challenges and threats

(3) Conservation for sustainable development strengthened, notably through capacity-building and training activities

(4) World Heritage education, communication and knowledge management tools developed and network of partners expanded

Main line of action 2: Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage

(5) Implementation of the Convention for the Safeguarding of the Intangible Cultural Heritage ensured through the effective functioning of its governing bodies

(6) Member States' capacities to safeguard intangible cultural heritage for the development of the concerned communities strengthened

(7) Awareness of the importance of safeguarding intangible cultural heritage increased

Main line of action 3: Enhancing the protection of cultural objects and the fight against illicit trafficking in them, notably through the promotion and implementation of the 1954 Convention and its two Protocols, and the 1970 and 2001 Conventions, as well as the development of museums

(8) Reconciliation, social cohesion and international cooperation promoted through the effective implementation of the 1954 Hague Convention and its two Protocols, and of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property

(9) Implementation of measures necessary to safeguard and preserve cultural heritage in countries in conflict situations, particularly in occupied territories

(10) Implementation of the 2001 Convention on the Protection of the Underwater Cultural Heritage and international cooperation for the preservation of underwater cultural heritage strengthened

(11) Capacities of LDCs for the protection and conservation of movable cultural property enhanced as an integral part of national development efforts

Main line of action 4: Protecting and promoting the diversity of cultural expressions, particularly through the implementation of the 2005 Convention and the development of cultural and creative industries

(12) The 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions and the Universal Copyright Convention implemented and related operational mechanisms strengthened

(13) The contribution of cultural and creative industries to development strengthened and highlighted, *inter alia* by holding the Forum on Culture and Cultural Industries, with the help of public-private partnerships

(14) Multilingualism and linguistic diversity promoted through publishing and translation, in particular with regard to content on the Internet

(15) The creative, productive and managerial capacities of craftspeople and designers supported

(16) Member States supported in promoting and protecting endangered and indigenous languages

Main line of action 5: Integrating intercultural dialogue and cultural diversity into national policies

(17) Culture mainstreamed in national development policy frameworks and common country programming exercises in the context of United Nations country teams

(18) Knowledge of African history and of the tragedy of the slave trade and its various routes in different regions of the world reinforced and disseminated and the Slave Route project reinforced

(19) Conditions, capacities and modalities of intercultural dialogue and interreligious dialogue strengthened at the local, national and regional levels

3. *Also requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications, indicating specific demonstrated achievements for each main line of action;

4. *Further requests* the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme IV are also being fully achieved.

Major Programme IV

Culture

04001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:
Protecting, safeguarding and managing the tangible and intangible heritage.

Biennial sectoral priority 2:
Promoting the diversity of cultural expressions, languages and multilingualism, the dialogue of cultures and civilization, and a culture of peace.

Internationally agreed development goals and commitments

Millennium Development Goals (MDGs), in particular MDG 1, contained in the Millennium Declaration (2000) and the World Summit Outcome Document (2005), in particular paragraph 14 "acknowledging […] the diversity throughout the world" and that "all cultures and civilizations contribute to the enrichment of humankind".

Reinforcing the protection and promotion of cultural diversity in all its forms as encapsulated in:

– Convention concerning the Protection of the World Cultural and Natural Heritage (1972);
– Convention for the Safeguarding of the Intangible Cultural Heritage (2003);
– Convention for the Protection and Promotion of the Diversity of Cultural Expressions (2005);
– Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954) and its two Protocols (1954 and 1999);
– Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Cultural Property (1970);
– Convention on the Protection of the Underwater Cultural Heritage (2001);
– UNESCO Universal Declaration on Cultural Diversity (2001);
– UNESCO Declaration concerning the Intentional Destruction of Cultural Heritage (2003).

Reaffirming the intrinsic linkages between culture and sustainable development:

– Action Plan of the Stockholm Conference on Cultural Policies for Development (1998);
– International Implementation Scheme for the United Nations Decade on Education for Sustainable Development (2005-2014);
– International Decade of the World's Indigenous Peoples (2005-2014);
– United Nations Global Agenda for Dialogue among Civilizations (2001);
– UNESCO Framework of Cultural Statistics (October 2009).

04002 Action will be continued under Major Programme IV to promote cultural diversity to achieve the three strategic programme objectives contained in the Medium-Term Strategy for 2008-2013 (34 C/4). In pursuing this goal, activities will be organized around two biennial priorities and programme concentration efforts will be strengthened, in particular by reducing the number of main lines of action (five instead of six in document 34 C/5). All Main Lines of Action (MLAs) of MP IV, outlined below, will be directed towards mainstreaming culture and development throughout the various components of the Programme, from world heritage to intangible and movable cultural heritage, and from heritage to cultural industries and crafts.

04003 Under the first biennial sectoral priority "Protecting, safeguarding and managing the tangible and intangible heritage", the strategy and action will aim at highlighting the role of heritage to help achieve concurrently sustainable development and social cohesion. Efforts will be pursued through the protection and/or conservation of heritage in all its forms – tangible and intangible, cultural and natural, movable and immovable. In light of the budgetary constraints and the request for increased coherence among the responsibilities between field offices and Headquarters, as well as the concomitant obligation to implement the normative instruments enshrined in UNESCO's Conventions, Headquarters will concentrate on discharging statutory functions of respective governing bodies of the Conventions, while field offices will deploy efforts towards policy development, capacity-building and benchmarking functions.

04004 The second biennial sectoral priority "Promoting the diversity of cultural expressions, languages and multilingualism, the dialogue of cultures and civilization, and a culture of peace", will simultaneously focus on showing the importance of cultural industries in and for development and mainstreaming the principles of cultural diversity and intercultural dialogue into national development policies as indispensable conditions for social cohesion, development and peace. Efforts to integrate culture into national development strategies will be reinforced and expanded, notably through joint programming exercises and modalities in the context of United Nations country teams (UNCTs).

04005 Two major challenges will be faced by the Culture Sector during the biennium. The first concerns the increasing imbalance between its regular programme resources and extrabudgetary funding. In this context, the latter has considerably and laudably increased over the past years to support in particular the integration of the cultural dimension into development policies and strategies at the national level and into UNCT joint programming exercises. Yet, it is necessary to point out that so far an insufficient amount of extrabudgetary resources is being received for UNESCO's Conventions, the operationalization of which rests entirely on the voluntary good will of individual State Parties that have adopted and ratified these Conventions. If the International Assistance Funds related to the 1972, 2003 and 2005 Conventions will not receive adequate voluntary contributions, their concomitant implementation – one of the key priorities for the biennium – especially their effective functioning at the grass-roots level, will be jeopardized. The second challenge will concern action at country level, especially in the context of joint country programming exercises of UNCTs, which will essentially focus on policy-related advocacy for the implementation of the Culture Conventions and the integration of the cultural dimension into national development policies. Considerable efforts have been deployed in past biennia to promote the integration of culture into national and international development frameworks, notably by allocating additional financial and human support to select countries engaged in joint programming exercises and devising operational tools for this purpose. The challenge ahead is to build upon these efforts during the implementation phase at country level with a rapidly growing number of countries engaged in the preparation of UNDAFs during the biennium.

04006 With regard to post-conflict and post-natural disaster countries, the action will build upon cultural factors in reconciliation and reconstruction processes in the context of initiatives launched and managed by the United Nations. Drawing on its set of cultural normative instruments, UNESCO will continue to

focus operational interventions primarily on (i) damage assessments to be followed by (ii) operational rehabilitation, safeguarding and conservation actions, including their monitoring. In addition, efforts will be strengthened to bring and foster an integrated vision which recognizes cultural heritage both as vitally important in its own right and as a vector of national dialogue, reconciliation and social cohesion. In this context, the role of women as key actors of intercultural dialogue within conflict resolution and reconciliation mechanisms will be further promoted. All action will aim to further strengthen the intersectoral platform on post-conflict and post-disaster situations.

Global priority Africa

With respect to global priority Africa, special assistance will be provided to the continent to enhance the implementation of the Conventions in the field of culture, notably the 1972, 2003 and 2005 Conventions. Emphasis will be placed on a selected number of subregional priority areas with a view to increasing impact and visibility. Particular attention will be paid to the promotion of languages and multilingualism. In the field of cultural and creative industries, policy advice and capacity-building will be strengthened to foster the emergence of local, viable markets and to enhance access to international networks, notably in the music, craft and textile industry sectors. As regards intercultural dialogue and social cohesion, renewed efforts will be deployed to respond to the needs of the continent so as to keep alive its collective memory as regards the colonial past and the independence movement through the revitalization of the Slave Route project and the pursuit of the African Liberation Heritage programme. A specific strategy is also envisaged for African post-conflict countries, addressing, in particular, the question of illicit trafficking and looting of cultural property, the rehabilitation of destroyed natural and cultural sites and dialogue for reconciliation and peace. Efforts will also be directed towards strengthening the sociocultural approach to HIV/AIDS prevention and care by the local communities, notably in the framework of United Nations joint programmes.

Renewed efforts towards regional integration will also be made to strengthen the cooperation and strategic partnerships between UNESCO and African regional and subregional organizations. This focuses, in particular, on the African Union and its NEPAD through the newly established AU Sub-Cluster on Culture and Sports in the framework of the Regional Consultation Mechanism of United Nations system organizations. It also involves the annual technical cooperation planning meetings on culture with the Southern African Development Community (SADC).

Expected results at the end of the biennium

1. New challenges of cultural diversity and intercultural dialogue addressed in cultural policies in Africa, in collaboration with the African Union

2. Culture mainstreamed in national development policies in Africa, notably through common country programming exercises in the context of UNCTs

3. Conservation of World Heritage properties in Africa strengthened, notably through capacity-building and training in cooperation with the African World Heritage Fund

4. Knowledge on Africa and on the tragedy of the slave trade reinforced

5. Promotion of African languages through publishing and translation

6. Promotion of African regional integration through the staging of cultural events

7. Strengthening of local African music and crafts markets

Global priority gender equality

The mainstreaming of gender equality in cultural heritage policies will focus on aspects that relate to capacity-building and economic development. Education and training in conservation and management of cultural, natural and intangible heritage will also contribute towards women's political and social empowerment. Action in the field of creative industries will heighten the socio-economic impact of small craft enterprises giving priority to women craftworkers and support will be provided to women as principal bearers of intangible cultural heritage; hence, crucial actors of the transmission of knowledge and know-how. UNESCO will also continue its cooperation with women's associations involved in dialogue, especially interreligious dialogue, for conflict-resolution and reconciliation in Africa, drawing on the results and recommendations of seminars and training courses for trainers (TOT) held during the previous biennium. Moreover, the development of culturally appropriate and gender-responsive policies and actions at the country level in HIV/AIDS prevention and care as well as in maternal health will be pursued, in particular in the framework of the "Delivering as One" approach at the country level.

Expected results at the end of the biennium

1. Women's active and visible participation in cultural and creative industries increased

2. States Parties to the 1972 Convention encouraged to increase women's active participation in World Heritage Committees and related management and conservation initiatives for World Heritage

3. Gender equality integrated into the development and implementation of capacity-building activities for museums

4. Opportunities increased for women to gain managerial experience in museums

5. Understanding among UNESCO stakeholders of the gender dimensions of intangible cultural heritage improved

04007 The plan of action of Major Programme IV aims at the implementation of (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of the Major Programme as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 35th session of the General Conference.

41 Draft of the declaration of principles relating to cultural objects displaced in connection with the Second World War

42 Preliminary study on the technical and legal aspects relating to the desirability of a standard-setting instrument on the conservation of historic urban landscapes

43 Preliminary study of the technical and legal aspects of a possible international standard-setting instrument for the protection of indigenous and endangered languages, including a study of the outcomes of the programmes implemented by UNESCO relating to this issue

44 Proclamation of the Day of the Galleon (8 October) and commemoration of the galleon trade between the Philippines and Mexico

45 Special UNESCO cooperation with the Plurinational State of Bolivia in the area of interculturalism and plurilingualism

46 Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a reconciled universal

47 Action plan for the celebration of the International Year for the Rapprochement of Cultures in 2010

48 Revision of the Statutes of the International Fund for the Promotion of Culture (IFPC)

49 Jerusalem and the implementation of 34 C/Resolution 47

50 Establishment in China of the International Training Centre for intangible Cultural Heritage in the Asia and the Pacific Region as a category 2 centre under the auspices of UNESCO

51 Establishment in the Republic of Korea of the International Information and Networking Centre for Intangible Cultural Heritage in the Asia and the Pacific region as a category 2 centre under the auspices of UNESCO

52 Establishment in Japan of the International Research Centre for Intangible Cultural Heritage in the Asia and the Pacific Region as a category 2 centre under the auspices of UNESCO

53 Establishment in Bahrain of the Arab Regional Centre for World Heritage (ARC-WH) as a category 2 centre under the auspices of UNESCO

54 Establishment in Brazil of the Regional Heritage Management Training Centre as a category 2 centre under the auspices of UNESCO

55 Establishment in Moscow, Russian Federation, of the Regional Museum Centre for Capacity-Building in Museum Studies as a category 2 centre under the auspices of UNESCO

56 Establishment in South Africa of the African World Heritage Fund (AWHF), as a category 2 centre under the auspices of UNESCO

57 Establishment in Tehran, Islamic Republic of Iran, of the Regional Research Centre for the Safeguarding of Intangible Cultural Heritage in West and Central Asia as a category 2 centre under the auspices of UNESCO

58 Establishment in Sofia, Bulgaria, of the Regional Centre for the Safeguarding of Intangible Cultural Heritage in South-Eastern Europe as a category 2 centre under the auspices of UNESCO

59 Establishment, in Zacatecas, Mexico, of the Regional World Heritage Institute as a category 2 institute under the auspices of UNESCO

60 Establishment in Bobo-Dioulasso, Burkina Faso, of the Regional Centre for the Living Arts in Africa (CREAF) as a category 2 centre under the auspices of UNESCO

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the Records of the General Conference.

Biennial sectoral priority 1: Protecting, safeguarding and managing the tangible and intangible heritage

04008 As in the preceding biennium and with a view to pursuing the Strategic Programme Objective of document 34 C/4 "Sustainably protecting and enhancing cultural heritage", during the 2010-2011 biennium, emphasis will be placed on the following:

Main line of action 1: Protecting and conserving immovable cultural properties and natural properties, in particular through the effective implementation of the World Heritage Convention

04009 The World Heritage Centre will continue to implement the key priorities adopted by the World Heritage Committee and the General Assembly of States Parties to address global strategic issues, key challenges, trends and opportunities facing the World Heritage Convention, notably by focusing on the importance of conservation, management and monitoring of World Heritage so as to contribute to its sustainable development. The effective implementation of the Convention will be undertaken in cooperation with the States Parties, the Advisory Bodies, UNESCO public and private partners, with the support of category 2 centres, and within the framework of the five "C" strategic objectives: credibility, conservation, capacity-building, communication (including awareness-raising) and communities.

04010 The sites on the World Heritage in Danger List and sites in post-conflict and post-disaster countries will receive priority attention. With a view to increasing awareness on heritage protection and conservation, the World Heritage Centre will continue to integrate the Convention processes into its information and

knowledge management system and will expand the sharing of information with public and private partners. It will also enlarge its partnership with civil society organizations, including the private sector, in order to support the implementation of the Convention.

04011 Special attention will be paid to heritage conservation and capacity-building in Africa, in close cooperation with the African World Heritage Fund. Gender equality will be promoted through the development of technical and managerial skills of both men and women at the national level in order to safeguard and enhance cultural and natural sites. Particular attention will be given to promoting and implementing the Convention in SIDS and LDCs, with a view to improving the representation of sites on the World Heritage List, the management of existing sites and the capacity-building of site management agencies and staff.

04012 Complex global issues such as climate change and its impact on World Heritage properties, natural disasters, tourism development and urbanization will be addressed through a multidisciplinary and intersectoral approach, especially through the two intersectoral platforms on climate change and SIDS. Special attention will be given to support local communities in managing sustainable tourism initiatives in cultural and natural sites, as part of the overall contribution to sustainable development.

Expected results at the end of the biennium

Expected result 1: Implementation of the World Heritage Convention strengthened through the effective functioning of its governing bodies

Performance indicators	*Benchmarks*
■ Effective support provided to the World Heritage Committee and General Assembly of States Parties	– *2 ordinary Committee sessions, one General Assembly session; production and dispatch of documents within statutory deadlines; timely follow-up actions taken on decisions*
■ World Heritage Convention ratified by the remaining UNESCO Member States (7)	– *2 countries*
■ Increase in the number of nominations from under-represented countries, regions or categories	– *5 successful nominations from under-represented countries, regions or categories*
■ Increase in the number of new or revised Tentative Lists	– *10 States Parties prepare and submit first Tentative List; 20 States Parties revise Tentative List*

Expected result 2: World Heritage properties more effectively protected against new global challenges and threats

Performance indicators	*Benchmarks*
■ Activities undertaken to mitigate the effects of climate change, unsustainable tourism and urban pressure at World Heritage sites	– *5 workshops or projects implemented, including 3 involving local communities and women*
■ Increased number of women participating in workshops	– *at least 30% of women at workshops*

Expected result 3: Conservation for sustainable development strengthened, notably through capacity-building and training activities

Performance indicators	*Benchmarks*
■ Operational conservation projects implemented for properties on the Danger List	– *4 conservation projects*
■ Successful implementation of corrective measures leading to the removal of properties from the Danger List	– *removal of 4 properties from the Danger List*
■ Operational conservation projects implemented to demonstrate the link between culture and development	– *2 projects on conservation and sustainable development*
■ Operational conservation projects implemented especially in Africa, in countries in post-conflict or post-disaster situations, in SIDS and LDCs	– *6 conservation projects*
■ Meetings of the International Coordination Committees (ICCs) and related technical experts meetings held	– *at least 5 ICCs and 4 related experts meetings organized (depending on security situation)*
■ States Parties officials, site managers and other stakeholders trained	– *at least 300 people trained*

Expected result 4: World Heritage education, communication and knowledge management tools developed and network of partners expanded

Performance indicators	*Benchmarks*
■ Integrated and comprehensive information and knowledge management system further developed	– *5 new partners (intergovernmental, private or United Nations agencies) for data exchange; number of visitors on WHC website increased by 20%*
■ Promotional, educational and awareness-raising activities undertaken	– *6 activities, including 3 in Africa and SIDS*
■ New partnerships established with public or private sector	– *6 new partnerships*

Main line of action 2: Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the safeguarding of the Intangible Cultural Heritage

04013 The rapid and constant ratification of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage demonstrates the importance that all the Member States give to the promotion and safeguarding of the intangible cultural heritage. The intangible heritage, which is a profound expression of the identity of individual peoples, is at the heart of numerous issues in this age of globalization. The knowledge and practices conveyed by this heritage with respect to nature, modes of subsistence, and social and economic relationships, constitute a key factor for sustainable development.

04014 The challenge set by the biennium will be to ensure the effective functioning of the Convention's statutory bodies and the expansion of the Urgent Safeguarding List and the Representative List as well as the register of programmes, projects and activities, in keeping with the Operational Directives. The coordination of the consultative process will continue, in the same way as the requests for assistance made under the Intangible Cultural Heritage Fund, with particular attention being given to developing countries, notably in Africa, throughout all the stages of its work.

04015 While the promotion of the Convention and its ratification remain a priority, the assistance given to States Parties in the form of policy advice and capacity-building, especially as concerns the identification of the immaterial cultural heritage and the role of women in this area, will also be key priorities, in order that the principles of the Convention can be put into effect at the national, and notably the legislative, level. There will be continued cooperation with all the Member States in order to promote all possible identification and safeguarding measures, particularly by using category 2 centres for training and for building safeguarding capacities. The collection, analysis and dissemination of good practices will continue to be the main focuses of action in this regard. In this context special emphasis will be put on endangered languages, taking into account the role they play in transmitting the intangible heritage and their importance for cultural diversity.

04016 Large-scale communication actions should also be undertaken through suitable partnerships and aimed at young people in particular. The complementary relationships that exist between the intangible heritage and the other forms of heritage should also be clarified. Emphasis should also be put on intersectoral action in order to reach young people through the formal and informal education systems, and the new communication media. Cooperation will also be instituted with the natural sciences.

Expected results at the end of the biennium

Expected result 5: Implementation of the Convention for the Safeguarding of the Intangible Cultural Heritage ensured through the effective functioning of its governing bodies

Performance indicators	*Benchmarks*
■ Organization of meetings of the statutory bodies and the subsidiary body for the examination of nomination files for the Representative List, and information meetings	– *3 meetings of the statutory bodies; 4 meetings of the subsidiary body; 1 information meeting*
■ Number of States Parties to the Convention increased	– *20 new States Parties*
■ Requests for assistance from the Intangible Cultural Heritage Fund processed	– *75 assistance requests processed (including preparatory assistance and for preparation of Article 18 proposals)*
■ Inscriptions on the Urgent Safeguarding List and on the Representative List, as well as proposals that best reflect the principles of the Convention (Article 18) processed	– *350 nominations and proposals processed (Urgent Safeguarding List, Representative List and submissions related to Article 18)*
■ Participation of communities, practitioners, NGOs, non-profit making organizations, experts and centres of expertise in the implementation of the Convention	– *700 entries in a database of NGOs, non-profit making organizations, experts and centres of expertise, of which at least 50 in Africa* – *8 safeguarding activities implemented*

Expected result 6: Member States' capacities to safeguard intangible cultural heritage for the development of the concerned communities strengthened

Performance indicators	*Benchmarks*
■ Support for development and/or strengthening of national policies in the field of intangible cultural heritage, including integration of the role of women	– *Capacity-building projects in 30 countries*
■ Strengthening of national institutional capacities, with focus on Africa	– *15 countries, of which 5 in Africa* – *5 institutes/centres under UNESCO auspices (category 2)*

Expected result 7: Awareness of the importance of safeguarding intangible cultural heritage increased

Performance indicators	*Benchmarks*
■ Good practices (clearing house) and increased access to information related to the Convention and other programmes, projects and activities	– *updated database and website interface*
■ Information and promotional materials	– *5 information materials*
■ Partnerships with intergovernmental organizations, civil society and private sector	– *3 major international events*

Main line of action 3: Enhancing the protection of cultural objects and the fight against illicit trafficking in them, notably through the promotion and implementation of the 1954 Convention and its two Protocols, and the 1970 and 2001 Conventions, as well as the development of museums

04017 Museums and movable cultural objects are not only the repositories of cultural identity and cultural diversity, but also powerful vectors for social cohesion and human development. In post-conflict areas, the strengthening of museums also contributes to national and transnational reconciliation and social cohesion. The strategy for protecting cultural objects will simultaneously aim at the implementation of existing Conventions and operational activities at the country level, with backstopping provided to field offices.

04018 International cooperation will be promoted through the effective implementation of the 1954 (The Hague) Convention for the Protection of Cultural Heritage in the Event of Armed Conflict and its two Protocols, the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and the 2001 Convention on the Protection of the Underwater Cultural Heritage, as well as through support to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation.

04019 The operational component of the strategy will focus on LDCs, in particular in Africa, and countries in emergency situations as a result of conflict or natural disasters. The programme will contribute to development through capacity-building activities, such as training workshops and regional meetings with built-in gender components. These will be organized directly and through category 2 institutes and will also involve the production of educational tools. Efforts will be made to encourage professional networks and partnerships, to strengthen museums, in particular community-based museums, to consolidate and enhance their educational content, to enlarge access to museums, and to develop a limited number of high visibility and high-impact projects in this domain, including an international awareness-campaign.

Expected results at the end of the biennium

Expected result 8: Reconciliation, social cohesion and international cooperation promoted through the effective implementation of the 1954 Hague Convention and its two Protocols, and of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property

Performance indicators	*Benchmarks*
■ New States Parties to the 2 Conventions (1954 and 1970)	– *6 new ratifications of the 1954 Convention and 2 to 4 new States Parties to the 1970 Convention, in particular from Africa*
■ Meetings of States Parties to the 1954 Convention and its Second Protocol	– *2 meetings of Second Protocol Intergovernmental Committee; 1 meeting of High Contracting Parties to the 1954 Hague Convention; 1 meeting of Parties to the Second (1999) Protocol; 1 workshop to train military active in conflict zones in the application of the Convention's principles, with special focus on the role of women*
■ Endorsement by Parties to the Second (1999) Protocol of "guidelines" for its implementation	– *awareness-raising activities about Guidelines*
■ Impact of Intergovernmental Committee for Promoting the Return of Cultural Property towards Countries of Origin or its Restitution in Case of Illicit Appropriation	– *at least one ordinary Committee session; 4 regional and national workshops; and mediation by Committee in 3 cases*
■ Information-sharing concerning successful return and restitution cases	– *at least 5 publications and 1 international awareness-campaign*
■ Preparation of national and regional preventive measures to combat illicit trafficking	– *20 laws of States Members registered in the Cultural Heritage Laws Database; 10 import/export certificates for cultural property made accessible; 50 translations of national laws and certificates*

Expected result 9: Implementation of measures necessary to safeguard and preserve cultural heritage in countries in conflict situations, particularly in occupied territories

Performance indicators	*Benchmarks*
■ Capacity-building programmes in cultural heritage management developed	– *at least 2 training programmes*
■ Awareness-raising activities on the protection of heritage during conflicts undertaken	– *1 awareness campaign among community groups, military and concerned authorities*
■ Support to national initiatives to combat illicit trafficking in cultural property in conflict-affected countries	– *at least 3 major initiatives*

Expected result 10: Implementation of the 2001 Convention on the Protection of the Underwater Cultural Heritage and international cooperation for the preservation of underwater cultural heritage strengthened

Performance indicators	*Benchmarks*
■ Effective meetings of States Parties	– *1 meeting of States Parties and 1 meeting of Advisory Body*
■ Adherence of new States Parties to the Convention	– *5 new States Parties, at least one from Africa*
■ Training and awareness-raising activities carried out in Member States	– *2 regional workshops and 2 regional meetings, at least one in Africa (with equal participation of men and women)*
■ Reporting mechanism established	– *web-based tool created*

Expected result 11: Capacities of LDCs for the protection and conservation of movable cultural property enhanced as an integral part of national development efforts

Performance indicators	*Benchmarks*
■ Training, with emphasis on women, in museum management and conservation of collections	– *10 training sessions (at least 3 for Africa)*
■ Preparation and dissemination of inventories of collections in danger	– *8 inventories*
■ Development of museums through partnerships and international cooperation frameworks	– *4 partnership frameworks (North-South and South-South museums)*
■ Production of pedagogical tools for information-sharing among museums	– *2 new multilingual publications*
■ Support to community-based museums	– *assistance provided to 5 museums (at least 2 in Africa)*

Biennial sectoral priority 2: Promoting the diversity of cultural expressions, languages and multilingualism, the dialogue of cultures and civilization, and a culture of peace

04020 The aim of the second biennial sectoral priority will be to achieve two Strategic Objectives set out in the Medium-Term Strategy (34 C/4): "Strengthening the contribution of culture to sustainable development" and "Demonstrating the importance of exchange and dialogue among cultures to social cohesion and reconciliation in order to develop a culture of peace". Focus will be on two mutually reinforcing areas, namely the diversity of cultural expressions and the development of creative industries, on the one hand, and the promotion of pluralism and intercultural dialogue, on the other.

Main line of action 4: Protecting and promoting the diversity of cultural expressions, particularly through the implementation of the 2005 Convention and the development of cultural and creative industries

04021 The 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions constitutes a standard-setting instrument in support of cultural diversity as conveyed by cultural activities, goods and services. UNESCO will provide the secretariat and acquire the means needed to collect, exchange and disseminate information as well as best practices concerning the protection and the promotion of cultural expressions. The governing bodies of the Convention will continue with the drafting and approval of the operational guidelines which define its main operational procedures, while the International Fund for Cultural Diversity (IFCD) will fund the first requests for international assistance. The following operational mechanisms will strengthen the implementation of the Convention: the platform of the Global Alliance for Cultural Diversity aimed at public-private partnerships; the International Fund for the Promotion of Culture; and an observatory, on the social status of the artist. The Organization will also monitor the Universal Copyright Convention, the Florence Agreement and its Protocol, and the Recommendation concerning the Status of the Artist.

04022 In order to assess more accurately and to demonstrate the impact of culture on development, action will also aim at the implementation of the Revised International Framework for Cultural Statistics produced in cooperation with the UNESCO Institute for Statistics (UIS) and national statistical institutes, as well as the promotion of South-South, North-South and North-South-South public-private partnerships for the development of creative industries through capacity-building and monitoring. Priority will be given to activities in which UNESCO has a recognized expertise, namely the book industry, translation, crafts and design, involving the promotion and sharing of best practices in these areas. Action to promote publishing and translation will also be enhanced through the intersectoral platform on languages and multilingualism for which the Sector assumes a leadership role and whose contribution to development will be highlighted, particularly in regard to the role of African languages. The scheme for the Award of Excellence in Crafts will be pursued and extended to new subregions, as will the programmes Social Design 21, Dream Center and the development of the UNESCO Creative Cities Network. In order to bring further impulse to innovation, creativity and talent, a Forum on Culture and the Cultural Industries will be held every year, if sufficient extrabudgetary resources are available, as a space for dialogue among

decision-makers, creators and the private sector, all crucial for placing culture at the core of development. Renewed support to regional and subregional festivals will be accorded in order to foster action in favour of regional integration, primarily in Africa as part of the follow-up to the Khartoum Summit and the Action Plan for the Promotion of Creative Industries for African Development, and in Latin America and the Caribbean.

04023 Lastly, arts education will receive special attention on the occasion of the holding of and the follow-up to the 2nd World Conference on Arts Education, which will be held in Seoul in 2010. The goal will be to promote the review of national school policies and to highlight the role of artists and various cultural venues (such as museums) that could help in developing arts education as both a component of quality education and a means of enhancing cognitive and creative capacities. This action will continue to be carried out in cooperation with Major Programme I.

Expected results at the end of the biennium

Expected result 12: The 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions and the Universal Copyright Convention implemented and related operational mechanisms strengthened

Performance indicators	*Benchmarks*
■ Support to statutory meetings of the 2005 Convention and number of ratifications	– *2 ordinary Committee sessions and 1 Conference of Parties; production and dispatch of documents within statutory deadlines; ratification of Convention by 15 countries, notably from Arab States, Latin America and the Caribbean, and Africa*
■ Support to statutory meetings of Copyright Convention	– *holding of the 14th statutory meeting of the Intergovernmental Committee of the Universal Copyright Convention in 2010*
■ Advice to Member States on cultural policies and best practices in the area of cultural expressions	– *advice provided to at least 10 Member States and 10 best practices collected*
■ Reorientation of the Global Alliance for Cultural Diversity mechanism in favour of trisectoral partnerships	
■ Anti-piracy observatory and World Observatory on the Social Status of the Artist	– *gathering of data from at least 50% of countries in each region*
■ Reorientation of the International Fund for the Promotion of Culture (IFPC) in synergy with the International Fund for Cultural Diversity (IFCD)	– *at least 5 projects funded*

Expected result 13: The contribution of cultural and creative industries to development strengthened and highlighted, *inter alia* by holding the Forum on Culture and Cultural Industries, with the help of public-private partnerships

Performance indicators	*Benchmarks*
■ Arrangements for gathering cultural information, data and statistics	– *2 pilot projects on measuring the diversity of cultural expressions; 4 activities on institutional capacity-building; 5 measures for the development of a common approach to the establishment and maintenance of national cultural information systems*
■ Initiatives and partnerships with cities and NGOs	– *10 cities from at least 3 regions admitted to the Creative Cities Network*
■ Promotion of regional integration, in particular in Africa, through cultural events	– *3 activities at 5 African festivals, fairs or shows and 3 festivals, fairs or shows in other developing regions*
■ Promotion of arts education through holding and following up the second World Conference on Arts Education, and development of an intersectoral partnership strategy	
■ Holding of the second "World Forum on Culture and Cultural Industries"	– *Establishment of public-private partnerships for the organization and holding of the second Forum*

Expected result 14: Multilingualism and linguistic diversity promoted through publishing and translation, in particular with regard to content on the Internet

Performance indicators	*Benchmarks*
■ Formulation of national policies in cooperation with all professionals in the publishing chain	– *5 national policies, 3 of them in Africa*
■ Use of instruments accessible through the Internet, in particular the Index Translationum, and development of other methodological tools	– *5% annual increase in average daily consultation of the Index Translationum and production of manuals or guides*
■ Enhancement of multilingualism in publishing strategies and film production	– *Measures taken for the multilingual production of books and/or films in at least 5 countries*

Expected result 15: The creative, productive and managerial capacities of craftspeople and designers supported

Performance indicators	*Benchmarks*
■ Attribution of the UNESCO award in recognition of excellence in the field of crafts at the subregional level	– *At least 5 subregions in 3 different regions*
■ Young women craftworkers trained and promoted internationally	– *Participation of 60 women craftworkers in international events*
■ Young designers promoted internationally, in particular in Africa	– *60 young people promoted through the Design 21 Social Design Network*

Performance indicators	Benchmarks
■ Cooperation between craftworkers and designers strengthened	– *Development of the Social Design 21 platform; number of university programmes including crafts*

Expected results at the end of the biennium

Expected result 16: Member States supported in promoting and protecting endangered and indigenous languages

Performance indicators	Benchmarks
■ Use and improvement of monitoring and analysis tools	– *5% increase in average annual use of published monitoring tools*
■ Development in the area of national language management policies	– *Introduction or revision of administrative, legislative or institutional capacity-building measures in 5 countries*
■ Revision of data on endangered languages, including data concerning (or about) linguistic diversity	– *Updating of Digital Atlas on Endangered Languages* – *Tool for monitoring linguistic diversity introduced*

Main line of action 5: Integrating intercultural dialogue and cultural diversity into national policies

04024 During the biennium, focus will be placed on two related priority concerns. The first is to pursue the integration of culture as an indispensable pillar of development policies by mainstreaming culture at the country level as well as the principles of cultural diversity and respect for such diversity as conditions for dialogue and social cohesion. This priority shall be pursued in the context of the "Delivering as One" approach within UNCT joint programming exercises, including CCA/UNDAFs, poverty reduction strategies (PRSs), Sector-Wide Approaches (SWAp) and joint assistance strategies (JAS), which will benefit from the use of the Cultural Diversity Programming Lens as a policy tool. Efforts will equally be deployed through the implementation of UNDP/Spain MDG-Fund projects in particular through the monitoring and evaluation of the 18 extrabudgetary projects under the Thematic Window on Culture and Development, and the participation in other Thematic Windows. Priority will be given to African countries and LDCs, as well as to dedicated advocacy at UNCT level. At the same time, UNESCO will continue to engage in national and regional cultural policy processes, notably by providing advice, developing training tools and building the capacities of policy-makers, programmers and leading actors with responsibilities in the area of culture and innovative cultural policy formulation, especially in Africa and in Latin America. United Nations priorities and international commitments regarding indigenous peoples (United Nations Declaration on the Rights of Indigenous Peoples), gender equality, education for sustainable development or HIV and AIDS will be taken into account and promoted through intersectoral and inter-agency collaboration.

04025 The second priority concern will be to consolidate UNESCO's global leadership role with respect to intercultural dialogue (35 C/6, paragraph 66) particularly by strengthening knowledge and capacities in that area, including in cooperation with the Alliance of Civilizations in the framework of the Memorandum of Understanding signed in 2008. Likewise, in accordance with the terms of United Nations General

Assembly resolution 63/22 of 13 November 2008, UNESCO will play a leading role in the preparations for the celebrations of the International Year for the Rapprochement of Cultures and the related action plan, designed to strengthen mutual understanding and appreciation. The Slave Route project is a flagship project which will receive substantial reinforcement in order to broaden its action, notably to include cooperation with the UNESCO International Bureau of Education (IBE) to develop pertinent learning programmes. The wide dissemination and pedagogical use of the General Histories, the cultural mapping with indigenous peoples and the Arabia Plan will be pursued with a view to developing materials to combat stereotypes and prejudices that are nourishing tension and conflict. Interaction between the universal and the specific will be extended in the framework of an interdisciplinary programme drawing on the works of Tagore, Neruda and Césaire with the aim of stimulating a new debate on a reconciled universal in a globalized, culturally diverse world. Contributions will be made to the UNESCO History Project, launched in conjunction with the preparations of the Organization's 60th anniversary in 2005, which has set about a reflection on UNESCO's past orientations, activities and accomplishments. Finally, UNESCO will promote interreligious dialogue as an essential component of intercultural dialogue with special attention being paid to action to combat stereotyping. Among others, focus will be on the multiplicity of stakeholders involved in interreligious dialogue efforts, as well as on the creation of new spaces for dialogue, notably youth and women, in order to enhance competencies with respect to dialogue on religious issues. Action in this context will also reinforce the intersectoral platform on contributing to the dialogue among civilizations and cultures and a culture of peace, for which the Sector has the lead.

Expected results at the end of the biennium

Expected result 17: Culture mainstreamed in national development policy frameworks and common country programming exercises in the context of United Nations country teams

Performance indicators	*Benchmarks*
■ Training material developed and tested	– *one training tool*
■ Training for policy-makers, professionals and other stakeholders in innovative cultural policy formulation	– *training in 10 countries (especially in Africa and Latin America and the Caribbean)*
■ Cultural diversity and intercultural dialogue principles integrated in regional policy agendas and United Nations priorities	– *new cultural policy profile introduced for at least 2 regional ministerial fora* – *at least one contribution to joint initiatives of the IASG with the United Nations Forum on Indigenous Issues, to the Decade on Education for Sustainable Development, to EDUCAIDS the African Union Minister of Culture Conference and the Forum of Ministers of Culture of Latin America and the Caribbean*
■ Number of "Delivering as One" CCA/UNDAFs with culture component	– *at least 10 CCA/UNDAF with a culture component*
■ MDG-Fund Joint Programmes implemented, monitored and evaluated	– *at least 6 MDG-Fund Joint Programmes*
■ UNCTs and development planners trained in cultural diversity programming	– *at least 5 UNCTs and 10 development planners trained*
■ Multidisciplinary initiatives based on new readings of Tagore, Neruda and Césaire developed	– *2 initiatives and audiences targeted for the promotion of a reconciled universal in educational, scientific and cultural environments*

Expected result 18: Knowledge of African history and of the tragedy of the slave trade and its various routes in different regions of the world reinforced and disseminated and the Slave Route project reinforced

Performance indicators	*Benchmarks*
■ Pedagogical materials based on the General History of Africa developed	– *3 content elements for primary and secondary schools in Africa and 1 teacher guide*
■ Research and educational material on the slave trade and slavery developed and the Slave Route project reinforced (35 C/6, para. 70(a))	– *at least 6 studies on the slave trade and slavery in different regions of the world*

Expected result 19: Conditions, capacities and modalities of intercultural dialogue and interreligious dialogue strengthened at local, national and regional levels

Performance indicators	*Benchmarks*
■ Partnership with Alliance of Civilizations reinforced, in particular in the framework of 2010 International Year of the Rapprochement of Cultures	– *at least 3 printed and audiovisual awareness-raising materials on contribution of Arab Islamic civilization; at least five intersectoral joint projects*
■ Participation of youth and women in public discourse and action related to interreligious dialogue	– *at least 5 projects on interreligious dialogue*
■ Intercultural skills/competencies reinforced as prerequisite for sustainable dialogue	– *guidelines on intercultural skills/competences updated and disseminated among UNESCO networks and relevant partners*

MP V

Communication and information

Major Programme V

Communication and information

CI 1

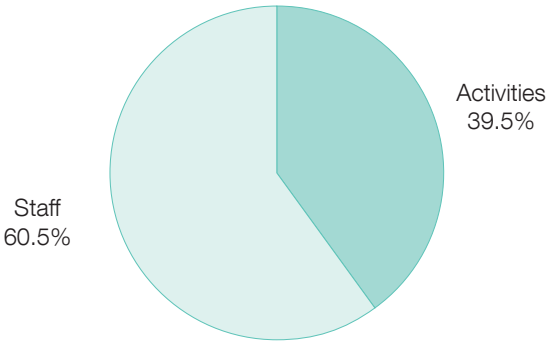
Main Line of Action		Regular Budget		TOTAL 35 C/5 Approved	Extrabudgetary Resources[2]
		Activities[1]	Staff		
		$	$	$	$
MLA 1	Promoting freedom of expression and access to information	4 326 000	5 750 600	10 076 600	8 132 500
MLA 2	Strengthening free, independent and pluralistic media and communication for sustainable development	4 391 400	6 483 900	10 875 300	7 079 900
MLA 3	Fostering universal access to information and knowledge and the development of infostructures	4 391 400	7 814 700	12 206 100	68 111 300
	Total, Major Programme V	**13 108 800**	**20 049 200**	**33 158 000**	**83 323 700**

(1) Including HQs indirect programme costs for an amount of $206,100.
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of Resources

Total Resources (staff and activities)

Regular Budget



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

Implementing Region / Headquarters	35 C/5 Approved					
	Activities		Staff		Total	
	$	% weight	$	% weight	$	% weight
Africa	2 322 500	17.7	2 740 200	13.7	5 062 700	15.3
Arab States	903 300	6.9	1 013 800	5.1	1 917 100	5.8
Asia and the Pacific	2 064 300	15.7	1 872 100	9.3	3 936 400	11.9
Europe and North America	257 900	2.0	315 300	1.6	573 200	1.7
Latin America and the Caribbean	1 548 300	11.8	1 466 500	7.3	3 014 800	9.1
Total, Field	**7 096 300**	**54.1**	**7 407 900**	**36.9**	**14 504 200**	**43.7**
Headquarters	**6 012 500**	**45.9**	**12 641 300**	**63.1**	**18 653 800**	**56.3**
TOTAL (Headquarters + Field)	**13 108 800**	**100.0**	**20 049 200**	**100.0**	**33 158 000**	**100.0**

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

Region / Headquarters	35 C/5 Approved		
	ADG/D/P/NPO	GS/L	Total
Africa	12	–	12
Arab States	5	–	5
Asia and the Pacific	8	–	8
Europe and North America	1	–	1
Latin America and the Caribbean	6	–	6
Total, Field	32	–	32
Headquarters	32	25	57
TOTAL Posts funded from the Regular budget	**64**	**25**	**89**
TOTAL Posts funded from PSC income	3	2	5
GRAND TOTAL (Regular budget + PSC income)	**67**	**27**	**94**

Major Programme V

Communication and information

05000 General Conference resolution 35 C/Res.61 for Major Programme V

The General Conference

1. *Authorizes* the Director-General:

(a) to implement the plan of action for Major Programme V, structured around the following two biennial sectoral priorities and three main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples, in order to:

Biennial sectoral priority 1: Promoting freedom of expression and information

(i) sensitize governments, public institutions and civil society to the importance of freedom of expression and freedom of the press, in particular through the annual celebration of World Press Freedom Day and the awarding of the UNESCO-Guillermo Cano World Press Freedom Prize, and raise awareness of the importance of freedom of expression and freedom of information, including on the Internet, for development, democracy and dialogue; monitor the situation of press freedom and the safety of journalists, with special emphasis on cases of impunity for violence against journalists;

(ii) assist Member States in building capacity for the establishment and application of internationally recognized legal and regulatory standards for freedom of expression, freedom of information and free and independent media; assist Member States in the establishment of an enabling environment for freedom of expression and freedom of information; promote Internet governance based on the principles of openness, diversity, including cultural and linguistic diversity, and transparency;

(iii) enable media professionals to apply the highest ethical and professional standards, and enable people to access information, and critically assess and use it; encourage the development of media accountability systems based upon self-regulation;

(iv) provide support to foster editorial independence and quality programming in public service broadcasting, community media and new digital media; provide a platform for international discussions on the public services remit of Internet-based media and the private media sector;

(v) assist Member States in creating an enabling environment for freedom of expression and independent media including in countries in conflict, post-conflict and transition as well as in post-disaster situations; strengthen the role of communication and information in fostering mutual understanding, peace and reconciliation; enable media to provide unbiased information, avoid stereotypes and counteract incitement to hatred and violence, especially within the framework of the Power of Peace Network;

(vi) foster the contribution of media to disaster risk reduction and mitigation; build capacities of local and community media in handling information related to humanitarian issues, especially in countries with a high risk of natural disasters, by taking, inter alia, a preventive, educational and supportive approach;

Biennial sectoral priority 2: Building capacities for universal access to information and knowledge

(vii) promote the development of free, independent and pluralistic media in particular through the International Programme for the Development of Communication (IPDC); apply the IPDC-approved media development indicators; address the needs identified through them;

(viii) foster media pluralism and the inclusion of marginalized communities in policy- and decision-making processes related to sustainable development; foster community multimedia centres for rural communities to acquire, contextualize and share locally relevant content;

(ix) strengthen the institutional capacities of media training and journalism education institutions; support the adoption by media training institutions of the UNESCO model curricula for journalism education; support media training institutions in their efforts to comply with the criteria for training excellence; foster equal opportunities for both men and women in media training and journalism education;

(x) establish enabling frameworks conducive to increasing media content that contributes to strengthening people's understanding of issues related to sustainable development and climate change; provide assistance to media organizations to impart subject-related knowledge to journalists and to strengthen their investigative capacities; foster partnerships with media to create greater awareness of the importance of education for sustainable development; develop the critical abilities of media and information users by increasing media and information literacy;

(xi) contribute to promoting equitable and affordable access to information for all; assist Member States in the establishment and implementation of effective policy frameworks, strategies and capacity-building for fostering information literacy, information preservation, information ethics, information for development and universal information accessibility, in particular through the Information for All Programme (IFAP); enhance the international and national outreach of IFAP; enhance information accessibility for the disadvantaged, including local communities, indigenous peoples, minority groups and persons with disabilities; promote the availability of diverse and multilingual content;

(xii) reinforce infostructures by strengthening the role of libraries and archives as key institutions in disseminating and preserving information and knowledge; build capacities of information professionals to be better equipped to meet the evolving challenges in the areas of libraries and archives;

(xiii) promote the preservation of documentary heritage by safeguarding original material and raising awareness of the importance of heritage and memory as contributors to knowledge through such means as the Memory of the World Register and the UNESCO/Jikji Memory of the World Prize; contribute to the expansion of the World Digital Library to serve as a framework for national and international policy development;

(xiv) foster strategies for increasing the use of information and communication technologies (ICTs) in knowledge acquisition and sharing; promote access to scientific information through the use

of ICTs, open access policies and strategies and the increased use of open-source tools in all areas of UNESCO's competence;

(b) to allocate an amount of $13,108,800 for activity costs and $20,049,200 for staff costs;

2. *Requests* the Director-General:

(a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;

(b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Promoting freedom of expression and access to information

(1) Freedom of expression more broadly respected and related internationally recognized legal, safety, ethical and professional standards applied, including those related to the safety of media professionals

(2) Member States supported in creating an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations

(3) Editorial independence and quality programming in public service broadcasting, private and community media and new digital media fostered

Main line of action 2: Strengthening free, independent and pluralistic media and communication for sustainable development

(4) Member States supported in the development of free, independent and pluralistic media based on IPDC media development indicators

(5) Capacities of media training and journalism education institutions increased to reach the established criteria of excellence in training, including the pursuit of gender equality

(6) Media and information literacy increased to foster informed decision-making

Main line of action 3: Fostering universal access to information and knowledge and the development of infostructures

(7) Member States supported in the development, adoption and implementation of inclusive policy frameworks for universal access to, and dissemination of, information based on the Strategic Plan for the Information for All Programme (IFAP)

(8) Preservation of documentary heritage reinforced in Member States

(9) Infostructures for sustainable development and good governance in Member States promoted

(10) Member States supported in developing strategies for using ICTs in knowledge acquisition and sharing and, in particular, for access to scientific knowledge

3. *Also requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications, indicating specific demonstrated achievements for each main line of action;

4. *Further requests* the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme V are also being fully achieved.

Major Programme V

Communication and information

05001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:
Promoting freedom of expression and information.

Biennial sectoral priority 2:
Building capacities for universal access to information and knowledge.

Internationally agreed development goals and commitments

Declaration of Principles and Plan of Action of the World Summit on the Information Society (WSIS 2003 and 2005).

United Nations Millennium Declaration.

Millennium Development Goals (MDGs), in particular MDG 1, MDG 2 and MDG 8, target 18

United Nations World Summit Outcome Document (2005).

Declaration of Belgrade on Assistance to Media in Conflict Areas and Countries in Transition (2004).

Declaration of Dakar on Media and Good Governance (2005).

Declaration of Colombo on Media, Development and Eradication of Poverty (2006).

Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace (2003).

Charter on the Preservation of Digital Heritage (2003).

05002 Major Programme V will work towards the goals set in the Medium-Term Strategy (34 C/4) by leading intersectoral efforts in the pursuit of overarching objective 5 of the Strategy "Building inclusive knowledge societies through information and communication" and its related strategic programme objectives "Enhancing universal access to information and knowledge" and "Fostering pluralistic, free and independent media and infostructures". Major Programme V will also contribute to the attainment of the other four stated overarching objectives of document 34 C/4.

05003 The Communication and Information Programme is based on the analysis that despite significant advances in providing access to information and knowledge in a people-centred, inclusive and development oriented manner, as called for by the World Summit on the Information Society, inequalities persist in the capabilities of Member States to identify, produce, disseminate and use information to build and apply knowledge for human development. The strategy therefore focuses on further operationalizing UNESCO's concept of inclusive, equitable, open and participatory knowledge societies – based on the four principles of freedom of expression, universal access, quality education and cultural diversity – through both normative and capacity-building activities.

05004 Programme builds on the results achieved during the implementation of the Programme and Budget 2008-2009 (34 C/5), and on the programme priorities for the 35 C/5 set by the Executive Board at its 180th session, namely:

- the promotion of freedom of expression and press freedom, media independence and pluralism;

- the development of communication, especially through a strengthened International Programme for the Development of Communication (IPDC); and
- access to information and knowledge through media and ICTs, including through the Information for All Programme (IFAP).

The three main lines of action of the Programme and the resources allocated to them fully reflect these three programme priorities.

05005 Through its strong intersectoral outlook, the Major Programme continues to promote media and ICTs as a multiplier for action of the entire Organization, including for enhancing teaching and learning with a special emphasis on using ICTs for teacher training, increasing dissemination and sharing of scientific knowledge, promoting intercultural dialogue, and fostering cultural and linguistic diversity. It will also play a key role in making progress in the follow-up of the Declaration of Principles and Plan of Action of the World Summit on the Information Society (WSIS). This includes *inter alia* the facilitation of the multi-stakeholder implementation of six action lines of the Geneva Plan of Action, namely "Access to information and knowledge" (C3); "E-learning" (C7); "E-science" (C7); "Cultural diversity and identity, linguistic diversity and local content" (C8); "Media" (C9) and "Ethical dimensions of the Information Society" (C10) as well as UNESCO's active participation in the overall WSIS implementation process.

05006 The Communication and Information Programme builds on the premise that the universal human right of freedom of expression, including its corollaries of press freedom and freedom of information, and universal access to information and knowledge are indispensable for the attainment of all human rights. The importance of freedom of expression and universal access to information and knowledge for the realization of equitable knowledge societies is increasingly recognized, particularly in the framework of WSIS, and applies to all types of media and to cyberspace.

05007 Efforts will be pursued to promote freedom of expression, freedom of information, and universal access to information and knowledge as fundamental elements to strengthen democracy, facilitate peace and foster sustainable human development. High priority will be given to the enhancement of institutional capacities for media professionals and the promotion of ethical and professional standards and self-regulatory media accountability systems. Furthermore, public service media will be promoted and the comprehensive programme for media support in conflict and post-conflict countries will be enhanced.

05008 IPDC will continue to play an important role in UNESCO's strategy to develop free, pluralistic and independent media in the developing countries with particular emphasis on Africa, the least developed countries (LDCs), small island developing States (SIDS) and countries in conflict and post-conflict situations. Main strategic elements of action in this regard will be to reinforce partnerships and international cooperation to support media development based on the IPDC endorsed media development indicators. The Intergovernmental Council of IPDC will continue to operate as a representative forum for policy debate on emerging media development issues and defining means for increased international support and partnerships. The Council will also function as an oversight mechanism to deter impunity on crimes against journalists, in pursuance of the decision made at the 26th meeting of the Intergovernmental Council of IPDC.

05009 Specific challenges of the emerging knowledge societies, including the information and knowledge divides that are often the consequence of the digital divide, will also be addressed within the framework of the Information for All Programme (IFAP). Its new strategic orientations concentrate on assisting Member States in formulating national information policy frameworks and fostering capacity-building in five priority areas: information for development, information literacy, information preservation, informa-

tion ethics and information accessibility. UNESCO's assistance in the preparation of information policy frameworks is largely based on the WSIS outcomes and will aim at contributing to the achievement of the internationally agreed development goals, in particular the Millennium Development Goals (MDGs), in linking development and the eradication of poverty to good governance and access to information.

05010 Another strategic element of the programme is to reinforce the global framework for the safeguarding of the analogue and digital heritage as the impact of digital technologies on the stability and lifespan of documents presents increasing challenges that could result in the permanent loss of collective memory.

05011 Promoting the important contribution that communication and information can make to sustainable development and advocating for their inclusion in national development plans and joint programming exercises by United Nations Country Teams will constitute an important feature of action in 2010-2011. Hence, Major Programme V will include specific provisions for the participation of UNESCO in common country programming exercises during this period and for contributing to harmonized and coherent action with other United Nations agencies at country level. Through the complementary Additional Programme of extrabudgetary activities, extrabudgetary funds will be sought to supplement regular programme resources, reinforce the results achieved and broaden the scope and impact of action in Member States. The main objective will be to translate the global policy frameworks and normative tools developed through regular programme funds, particularly in the areas of freedom of expression, media development and universal access to information, into concrete operational activities at the regional and national levels. In the field of media development, priority will be given to assisting Member States, especially Africa, LDCs and SIDS in the design and implementation of projects in line with the thematic priorities and criteria developed by IPDC. Similarly, additional funds will be sought to meet Members States' demand for support in the design and implementation of policies and strategies for fostering access to information, bearing in mind the five priority areas of IFAP.

05012 Decentralization of regular programme resources is a key feature of Major Programme V. In 2010-2011, 54.1% of the programme funds are decentralized and 50% of the professional staff is delivering the programme in more than 30 UNESCO field offices.

05013 In addition to its genuinely intersectoral and interdisciplinary approach that is also demonstrated by its strong contribution to the intersectoral platforms, the Programme will fully exploit the strong potential that South-South and North-South-South cooperation has in the field of communication and information. Its implementation will build on closer cooperation with National Commissions as constituent elements of UNESCO. The long-term collaboration forged over the past years with international and regional NGOs, professional associations and major institutions working in the communication and information areas will be pursued and strengthened. Efforts will also be made to further consolidate the multistakeholder approach of the Programme while reinforcing and extending its already very strong partnerships with the private sector, especially the IT industry.

Global priority Africa

UNESCO's action in the area of communication and information in Africa is based on the outcomes of the World Summit on the Information Society, priorities of the African Union and NEPAD, including the African Regional Action Plan on the Knowledge Economy (ARAKPE) aimed at building a region fully benefiting from ICT services and applications by 2015, and the "Roadmap for Media Development in Africa", adopted in Burkina Faso in September 2008. In this context, action will seek to: (i) promote freedom of expression and information by supporting the establishment of media laws and regulatory frameworks; (ii) provide advice for the formulation of policies and strategies for fostering access to information as well as media and infostructures development; and (iii) strengthen capacity building, especially at the institutional level.

Concerning media development, the Programme will focus on three main challenges: expanding opportunities for free, independent and pluralistic media as a platform for democratic discourse; fostering citizens' participation in decision-making processes and development initiatives; and encouraging the adoption of ethical and professional standards in journalism while upgrading the capacities of training institutions to offer high quality media training and journalism education.

Addressing the first challenge requires the availability of media, which reflect people's concerns, and through which citizens can seek and share information in order to make informed decisions. To this end, support will be provided, particularly through the IPDC, to initiatives aimed at building a pluralist media landscape, including community media. Building on the results of the Community Multimedia Centres (CMC) programme in previous biennia in Africa, mainly in Mali, Mozambique and Senegal, the Organization will continue to foster community radio and CMC as catalysing tools for information and knowledge acquisition and sharing, learning, inclusive participation in development and self-expression. Efforts to improve the quality of journalism training will be based on the criteria for institutional excellence established in 2008 and UNESCO's model curricula on journalism education.

In the field of information, action will focus on fostering ICT applications for enhancing quality and impact of teaching and learning processes, including through the establishment of virtual universities, as well as on extending the use of ICTs to improve access to content, especially in local languages for marginalized and disadvantaged communities and those with special needs. Emphasis will be given to access to information in support of sustainable development and poverty eradication. The preservation and dissemination of African documentary heritage will constitute another priority area and will be fostered through awareness-raising campaigns within the framework of the Memory of the World Programme.

In conflict and post-conflict situations, support will be provided for the development of media and infostructures to restore and consolidate democracy, sustainable peace and stability. Special attention will be given in this context to the Great Lakes Region, where UNESCO, along with the African Union, will continue efforts to emphasize the importance of media for fostering peace, dialogue and mutual understanding. This will be in line with *inter alia* the "Dar-es-Salaam Declaration on Peace, Security, Democracy and Development in the Great Lakes Region" (2004), the "Protocol on Management of Information and Communication" (December 2006) and the "Pact on Security, Stability and Development of the Great Lakes Region" (2006).

Expected results at the end of the biennium

Member States actively fostering a diverse mix of public, private and community media benefitting democratic development

Laws and regulatory frameworks for freedom of expression, freedom of the press and freedom of information established or revised according to internationally recognized standards, especially in PCPD countries

Excluded groups, particularly in rural areas and linguistic minorities enabled to access information

Quality training opportunities for media professionals offered by media training and journalism education institutes

Capacities of African media and information professionals strengthened

Quality and impact of teaching and learning processes enhanced through ICT, particularly in the area of teacher training

Importance of African documentary heritage for building national identity recognized

Global priority gender equality

Media and ICTs continue to be powerful catalysts for the empowerment of women. Consequently, the Programme, based on the identification of the gender dimensions in the area of media development and media use as well as in the application of ICTs – in terms of access, production and use – provides support to devise strategies mainly addressing the capacity-building needs in these areas in order to enhance the potential for women's empowerment including participation in public life, provoking employment opportunities, etc.

In line with UNESCO's Gender Equality Action Plan, the Programme seeks to empower women through access to information and knowledge in order to promote their full and equal share in economic, social, cultural and political development.

The Programme includes action to reflect better gender perspectives in media content, to reduce gender stereotyping in the media and to advocate for equal opportunities in decision-making positions in the media. In addition, all assistance will take into account gender aspects in line with the IPDC-endorsed media development indicators.

At all levels of professional media training and journalism education, gender-sensitive reporting will be promoted. Attention will also be paid to developing the critical abilities of young people to evaluate and produce media content with a gender perspective. UNESCO will also insist on gender equality in all training activities supported by the Organization, especially when fostering media and information literacy through teachers. UNESCO will further support initiatives to develop media outlets managed by women.

Another key feature of the Programme will be the promotion of gender-inclusive national information policies. Furthermore, UNESCO will seek to reinforce the capacities of women to access and use ICTs for development and lifelong learning, in particular for sustainable livelihoods, through community-based information literacy campaigns.

Special attention will be given to promoting women's involvement in conflict resolution, peace-building, and reconstruction through improved access to information and thus strengthening their ability to engage in various governance mechanisms. Support will also be provided for initiatives aimed at enhancing the safety of women journalists in conflict and post-conflict situations.

Expected results at the end of the biennium

Gender perspectives in media content promoted through UNESCO-supported media training

UNESCO-supported training programmes, especially safety training for journalists, offered on an equal basis to women

Member States supported in creating an enabling environment for free and independent media and in building media capacity that avoids stereotyping women

Member States supported in the application of gender-sensitive media development indicators

National information policies formulated and implemented in a gender-inclusive manner

Gender specific needs addressed in life-long learning activities, in particular for sustainable livelihoods through the use of ICTs

Women's involvement in conflict resolution, peace-building, and reconstruction broadened through better access to information

05014 The plan of action for Major Programme V aims at the implementation of (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of the major programme, as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume I of the Records of the 35th session of the General Conference:

62 Follow-up to the World Summit on the Information Society (WSIS)

63 Universal access to information and knowledge

64 Multicultural Library Manifesto of the International Federation of Library Associations and Institutions (IFLA)

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the *Records of the General Conference.*

Biennial sectoral priorities

05015 The Communication and Information Sector will pursue a two-fold strategy articulated in two biennial sectoral priorities, **Promoting freedom of expression and information** (Biennial sectoral priority 1) and **Building capacities for universal access to information and knowledge** (Biennial sectoral priority 2). The strategy, which will apply to all three main lines of action of Major Programme V, focuses, on the one hand, on upstream analysis and policy advice and, on the other hand, on the support of institutional and human capacity-building and the development of media and information services. This will allow to link and translate normative work into operational activities and ensure that experience from the operational work reflects on the upstream work. Action will focus on the following three main areas: (i) promoting freedom of expression and freedom of information; (ii) strengthening free, independent and pluralistic media; and (iii) fostering universal access to information and knowledge and the development of infostructures.

Biennial sectoral priority 1: Promoting freedom of expression and information

05016 Under the biennial sectoral priority 1, UNESCO will continue to promote freedom of expression and freedom of information, by supporting the creation of an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations, and to foster editorial independence and quality programming in public service broadcasting, private and community media. All these elements are essential for the provision of unhindered access to information and knowledge and a fundamental prerequisite for the eradication of poverty, economic development, social participation as well as democracy and dialogue.

Main line of action 1: Promoting freedom of expression and access to information

05017 A main strategic focus of the Programme is on raising awareness on the importance of freedom of expression and freedom of information through advocacy and monitoring. Action will consist in providing technical assistance to Member States and building capacity for the establishment and application of internationally recognized legal and regulatory standards for freedom of expression, freedom of information and free and independent media. Special attention will be given to promoting Internet governance based on the principles of openness, diversity – including cultural and linguistic diversity – and transparency.

05018 The main event to sensitize governments, public institutions and civil society to the importance of freedom of expression and freedom of the press for development, democracy and dialogue will be the annual celebration of World Press Freedom Day on 3 May and the awarding of the UNESCO/Guillermo Cano World Press Freedom Prize. The situation for press freedom and the safety of journalists, in particular the situation of women journalists, will be continuously monitored through independent alert networks established by media and press freedom organizations such as the International Freedom of Expression Exchange Network (IFEX). This also includes alerting governments and the public at large on cases of impunity of violence against journalists, including through the oversight mechanism established by the Intergovernmental Council of IPDC.

05019 UNESCO will work closely with all its stakeholders, particularly international and regional NGOs and associations of media professionals, to promote an enabling environment for freedom of expression and freedom of information. An important focus of the programme will be on enabling media institutions and media training centres to train media professionals to the highest ethical and professional standards and to enable people to critically access, assess and use information. In addition, UNESCO will continue to collaborate with all relevant stakeholders to develop media accountability systems based upon self-regulation, including codes of ethics, to assist journalists in addressing professional challenges, including ethical issues.

05020 Further support will be provided to foster editorial independence and quality programming in public service broadcasting, private and community media as well as new digital media, for example by assisting Member States to transform state broadcasters into editorially independent public service broadcasters in order to ensure media pluralism and quality journalism. In this context, a platform for international discussions on the public services remit of Internet-based media and the private media sector will be provided.

05021 Long-term action to assist Member States in creating an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations and strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation will be continued. Emphasis will be placed on enabling media to provide unbiased information, avoid stereotypes and counteract incitement to hatred and violence, especially within the framework of the *Power of Peace Network (PPN)* aimed at harnessing the power of new technologies to increase mutual understanding. As media is a critically important factor in conflict resolutions and peace processes, UNESCO will continue to promote dialogue among media professionals, especially in conflict and post conflict situations, in which action will also focus on enabling media and media professionals to foster information and knowledge sharing and self-expression. In particular, activities will target women and youth through specially designed training and networking initiatives. Such activities will be implemented in close collaboration with other international intergovernmental and non-governmental organizations, including within the framework of a strategic partnership with the World Bank. They will also have a strong intersectoral dimension and will contribute to the implementation of the intersectoral platforms "Contributing to the dialogue among civilizations and cultures and a culture of peace" and "Support to countries in post-conflict and disaster situations".

05022 Action will also include fostering the contribution of media to disaster risk reduction and mitigation, as reliable and fast functioning media play a pivotal role in post-disaster environments. The approach will mainly consist in building capacities of local and community media in handling information related to humanitarian issues, especially in countries with a high risk for natural disasters, by taking *inter alia* a preventive, educational and supportive approach.

Expected results at the end of the biennium

Expected result 1: Freedom of expression more broadly respected and related internationally recognized legal, safety, ethical and professional standards applied, including those related to the safety of media professionals

Performance indicators	*Benchmarks*
■ Awareness of freedom of expression and access to information	– *reinforcement of 5 regional and local alert networks monitoring press freedom and freedom of expression; World Press Freedom Day organized twice (2010 and 2011) and the UNESCO/ Guillermo Cano World Press Freedom Prize awarded each year; coverage of UNESCO's freedom of expression activities in national and international media; information and training material on freedom of expression and access to information developed and distributed in 10 countries, of which at least 6 in Africa*
■ Application of policies and regulatory frameworks conducive to freedom of expression and freedom of information	– *legal and regulatory instruments in accordance with international standards adopted in 10 countries*
■ Acceptance of professional and ethical standards and of self regulatory media accountability systems	– *professional and ethical standards reinforced in at least 15 countries in close collaboration with media and their associations; online training on professional standards provided on a dedicated United Nations website; self-regulation based media accountability systems, including press councils and media ombudspersons supported in 10 countries*
■ Training on freedom of expression included in formal and informal educational processes	– *freedom of expression toolkit piloted in 5 countries, at least 2 in Africa*
■ International campaigns and capacity-building initiatives for the safety of journalists and media professionals	– *safety training of some 300 media professionals implemented and safety guides distributed in 10 countries, of which at least 6 in Africa; 2 international campaigns launched in collaboration with international media organizations; impunity issues taken up and discussed with representatives of at least 5 Member States; media laws in accordance with international standards adopted in 10 countries*

Expected result 2: Member States supported in creating an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations

Performance indicators	*Benchmarks*
■ Contribution of independent media and media associations to enhance freedom of expression in post-conflict countries and countries in transition	– *media independence guaranteed by law, access to information enhanced and editorial independence facilitated in at least 30% of countries, in which United Nations peace-keeping operations are ongoing; independent media associations established or reinforced in at least 5 post-conflict countries*
■ Impact of communication and media in fostering dialogue, cultural self-expression, mutual understanding, peace and reconciliation in conflict and post-conflict environments	– *at least 10 dialogue activities facilitating training, exchange and joint production projects implemented, with a special emphasis on women and youth; professional journalistic standards, in particular on conflict sensitive reporting enhanced in at least 10 post-conflict countries*

Expected result 3: Editorial independence and quality programming in public service broadcasting, private and community media and new digital media fostered

Performance indicators	*Benchmarks*
■ Public service broadcasting based upon editorial independence facilitating access to information and knowledge, civic education and good governance	– *regulatory frameworks conducive to editorially independent public service broadcasters adopted in 5 countries of which 3 in Africa; quality journalism and educational and cultural programmes enhanced in 8 countries of which at least 4 in Africa; public service broadcasting accountability systems strengthened in at least 5 countries of which 3 in Africa*
■ Impact of media for humanitarian action in post-disaster environments	– *training of local and community media in handling humanitarian information flows in post disaster environments piloted in 3 countries with a high risk for natural disasters*

Biennial sectoral priority 2: Building capacities for universal access to information and knowledge

05023 Under the Biennial sectoral priority 2, the Communication and Information Programme will focus on two main thrusts: (i) strengthening free, independent and pluralistic media and communication for sustainable development; and (ii) fostering universal access to information and knowledge and the development of infostructures.

Main line of action 2: Strengthening free, independent and pluralistic media and communication for sustainable development

05024 UNESCO will continue to promote the development of free, independent and pluralistic media, and to that end, foster media independence and pluralism, in particular through IPDC, and help building capacities in this regard. Action will be based on the needs identified through the application of the IPDC approved Media Development Indicators, which describe the targeted media development levels in relation to (a) system of regulations conducive to free, independent and pluralistic media; (b) plurality with transparency of ownerships and diverse content across public, private and community media; (c) engagement of media as a platform for democratic discourse; (d) professional capacity-building and supporting institutions that underpin freedom of expression, pluralism and diversity of media; and (e) sufficient infrastructural capacity to support independent and pluralistic media. The Organization will respond to the challenges identified in the above areas in a coordinated manner through IPDC approved projects with a particular focus on Africa, LDCs and SIDS, interventions within common country programming exercises and joint actions with partners.

05025 Furthermore, UNESCO will continue to promote community media in order to enhance media pluralism and the inclusion of marginalized communities in policy- and decision-making processes related to sustainable development. Within this context, efforts will be pursued to foster community multimedia centres in order to increase the opportunities of rural communities to acquire, contextualize and share locally relevant content. All these activities will be implemented with particular attention to gender responsiveness.

05026 Concerning capacity-building, emphasis will be placed on strengthening the institutional capacities of media training and journalism education institutions to offer high quality training thereby ensuring long-term impact and sustainability. This includes encouraging the adoption by media training institutions of the UNESCO model curricula on journalism, and supporting such institutions, especially in Africa, in their efforts to comply with the criteria for training excellence established by UNESCO in the 2008-2009 biennium. Equal opportunities for both women and men in media training and journalism education will be fostered throughout this action.

05027 The need to increase media content that contributes to strengthening people's understanding and engagement on issues related to sustainable development and global challenges such as climate change and HIV and AIDS will receive priority attention. Action in this regard will focus on providing assistance to media organizations and journalism education institutions to impart subject-related knowledge to journalists and to strengthen their investigative capacities. Efforts will also be pursued to foster networks of journalists, including those from LDCs, to enhance the capacities of their members to report on these issues. Furthermore, within the context of the public service remit of the media, the Programme aims at fostering partnerships with media to create greater awareness on key developments that affect societies. These partnerships will be fostered, particularly through the intersectoral platforms on "Education for sustainable development", "HIV and AIDS", "UNESCO's action to address climate change" and "Science education".

05028 Considering that developing the critical abilities of media and information users is an essential factor of media development, a special emphasis will be given to increasing media and information literacy, particularly among young people and users who generate their own media content, particularly on the web. To this end, UNESCO will work towards integrating media and information literacy in teacher training programmes and advocate media and information literacy as an essential competency for user-generated content producers.

Expected results at the end of the biennium

Expected result 4: Member States supported in the development of free, independent and pluralistic media based on IPDC media development indicators

Performance indicator	*Benchmark*
■ Demonstrated linkages between the media development indicators and the development interventions on free, pluralistic and independent media within the context of IPDC, United Nations system country programming exercises and national development efforts	– *at least 120 IPDC projects, of which 40 are community media projects, and inputs to 20 country programming in line with the media development indicators; country programming and project documents indicate a discerning pro-poor approach to community media and high level of gender sensitivity on media development issues*

Expected result 5: Capacities of media training and journalism education institutions increased to reach the established criteria of excellence in training, including the pursuit of gender equality

Performance indicators	*Benchmarks*
■ Number of media training institutions offering high-quality training programmes based on the UNESCO model curricula on journalism education and striving to achieve the criteria for training excellence	– *UNESCO model curricula on journalism education and criteria of training excellence are adapted by 40 training institutions; gender balance among trainees achieved*
■ Capacity-building opportunities provided to media professionals to increase quality media content produced by journalists on issues related to sustainable development	– *at least 3 regional networks of journalists reporting on sustainable development issues*

Expected result 6: Media and information literacy increased to foster informed decision-making

Performance indicators	*Benchmarks*
■ Cluster countries or national strategies to pilot media and information literacy in teacher-training programmes	– *at least 10 strategy documents*
■ Curriculum enrichment material and toolkits for teacher training available on media and information literacy	– *at least 15 teacher-training institutions piloting media and information literacy in their programmes*
■ The guidelines provided by media organizations for user-generated content producers reflect the key elements of media and information literacy	– *comprehensive guidelines for user-generated content made available and adopted by major broadcasting associations in all 5 regions*
■ Utilization of information literacy indicators	– *information literacy indicators tested in 5 pilot countries and information literacy logo used by at least 100 organizations, of which 50% are youth organizations*

Main line of action 3: Fostering universal access to information and knowledge and the development of infostructures

05029 Many gaps continue to exist among and within Member States regarding access to information and knowledge and the availability of appropriate "infostructures", including policy frameworks capacities and institutions, such as libraries and archives. In order to narrow these gaps, action will focus on ensuring equitable and affordable access to information for all as a fundamental requirement for building knowledge societies that are still beyond the reach of most people. In this context, an important framework will be the outcomes of the World Summit on the Information Society, particularly the Geneva Plan of Action, for which UNESCO will pursue its facilitating role, and the Internet Governance Forum, in which UNESCO will enhance its participation. The Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace (2003) will provide a normative reference in this regard.

05030 As universal access depends on an environment that facilitates inclusive information processes, action will focus on attaining the goal of information for all by reducing the divides that exist in accessing information and knowledge. To that end, UNESCO will facilitate the formulation of effective policies and strategies for fostering information literacy, information preservation, information ethics, information for development and information accessibility, in particular through the Information for All Programme (IFAP), whose international and national outreach will be enhanced. Action will focus on the formulation and implementation of policy frameworks and capacity-building for universal access to, and dissemination of, information. It will especially address the needs of Africa and integrate a clear gender perspective. An important component of this main line of action will be to enhance information accessibility for the disadvantaged, including persons with disabilities, local communities, indigenous people and minority groups, and to use ICTs to empower youth, especially in conflict and post-conflict areas. Special emphasis will also be given to promoting the availability of diverse and multilingual content, also as a contribution to the implementation of the intersectoral platform "Languages and multilingualism", and to fostering online access to public and government-held records, especially in Africa and SIDS.

05031 Efforts will also focus on reinforcing infostructures for sustainable development by continuously strengthening the role of libraries and archives as key institutions for disseminating and preserving information and knowledge. A key element in this regard is to build capacities of information professionals to be better equipped to meet the evolving opportunities and challenges that the development of the information society provides to libraries and archives including those linked to the increasing quantity of digital content.

05032 Another important focus of action will be the preservation of documentary heritage, as there can be no access to information if it is not adequately preserved. Under the Memory of the World Programme (MoW) aiming at preservation and dissemination of valuable archive holdings and library collections worldwide, efforts will be mobilized to safeguard original material and to raise awareness of the importance of heritage and memory as contributors to knowledge by such means as the Memory of the World Registers and the UNESCO/Jikji Memory of the World Prize. As both heritage and access to knowledge are among UNESCO's main priorities, concerns about the disappearance of huge portions of the world's memory will continue to be addressed through this Programme as well as the Charter on the Preservation of Digital Heritage (2003). Similarly, collaboration will be ensured with all partners for the expansion of the World Digital Library initiative that will make significant collections of all cultures freely accessible and strengthen the diversity of languages on the Internet, thus increasing digital representation and quality content in cyberspace, as called for by WSIS.

05033 In keeping with its strong intersectoral character, the Communication and Information Programme will also promote and foster strategies for increasing the use of ICTs in knowledge acquisition and sharing. In this context, the Organization will continue supporting Member States' efforts to enhance the quality and impact of teaching and learning processes, through ICTs, thereby contributing to the attainment of Education for All (EFA) goals. In cooperation with private sector partners, assistance will be provided to Member States to promote the use of ICTs in teacher training, in particular through the CI-led intersectoral platform on "Fostering ICT enhanced learning". Another key element will be the promotion of access to scientific information through the use of ICTs, open access policies and strategies and the increased use of open-source tools and open content in all areas of UNESCO's competence.

Expected results at the end of the biennium

Expected result 7: Member States supported in the development, adoption and implementation of inclusive policy frameworks for universal access to, and dissemination of, information based on the Strategic Plan for the Information for All Programme (IFAP)

Performance indicators	*Benchmarks*
■ International and national outreach of the Information for All Programme (IFAP)	– *revised Strategic Plan for IFAP disseminated to all Member States; 5 national Information for All Committees established/strengthened; Information/knowledge policy and strategy templates with a gender component produced and applied in 1 country per region; strategies to assist 10 countries in policy formulation developed, with priority for Africa, SIDS and LDCs*
■ Understanding of role of information in development	– *information management issues included in United Nations country programming documents in 5 countries; 5 public-private partnerships in support of universal access to information established and operational; number of participants in UNESCO WSIS follow-up mechanisms, including Internet governance initiatives increased by 15%*
■ Information accessibility for disadvantaged and minority groups	– *toolkit on inclusion of minority languages in cyberspace developed; guidelines provided to 10 countries for establishment of policies to facilitate access to information and knowledge by people with special needs*
■ Online access to public and government-held records, especially in Africa and SIDS	– *"Policy Guidelines for the Development and Promotion of Governmental Public Domain Information" implemented in 10 countries*

Expected result 8: Preservation of documentary heritage reinforced in Member States

Performance indicator	*Benchmark*
■ Awareness of the importance of the preservation of documentary heritage	– *number of inscriptions on the Memory of the World Register increased by 15% (presently 160); 5 new national committees created (presently ca. 40); UNESCO/Jikji Memory of the World Prize awarded; number of countries adhering to the principles of the UNESCO Charter for the Preservation of Digital Heritage increased from 10 to 15*

Expected result 9: Infostructures for sustainable development and good governance in Member States promoted

Performance indicators	*Benchmarks*
■ Role of libraries and archives in sustainable development	– *5 national strategies formulated to strengthen the role of libraries and archives; World Digital Library launched; 5 digital library services established*
■ Capacity-building of information professionals to better meet digital challenges	– *200 librarians and archivists trained through capacity-building workshops in Africa, the Arab Region, Asia and the Pacific and Latin America and the Caribbean*

Expected result 10: Member States supported in developing strategies for using ICTs in knowledge acquisition and sharing and, in particular, for access to scientific knowledge

Performance indicators	*Benchmarks*
■ Quality and impact of teaching and learning processes through ICTs and ICTs used to foster teacher training	– *effective integration of ICTs in processes of teaching and/or learning in at least 2 regions; indicators to measure the impact of the use of ICT in education developed and tested in at least 5 countries; 5 teacher networks and communities of practice established; 5 regional digital repositories of educational resources established benefiting from South-South cooperation*
■ Access to scientific knowledge	– *multilingual platform for the sharing of open scientific resources accessed by users from at least 3 regions; agreements reached with 3 publishers to facilitate access to the state-of-the-art scientific research; open access policies adopted in 5 countries*
■ Open-source tools for education and information management and open access policies and strategies	– *Open Training Platform (OTP) upgraded with new services and partners by 10 to 15%, from current 1,700 resources and 600 stakeholders; open source software for networking and inclusion adopted*

UNESCO Institute for Statistics (UIS)

Intersectoral platforms

Field – Management of decentralized programmes

II.B – Programme-related services

II.C – Participation Programme and Fellowships

UNESCO Institute for Statistics (UIS)

UIS

	Regular Budget		35 C/5 Approved	Extrabudgetary Resources
	Activities	Staff		
	$	$	$	$
Financial allocation[1]	9 128 600	–	**9 128 600**	–

(1) The amount for UIS represents the financial allocation from the regular budget and might be subsequently used for financing activities and/or staff. The institute may also receive directly other extrabudgetary funds which are not included in this table.

06000 General Conference resolution 35 C/Res.65 for UIS

The General Conference,

Taking note of the report of the Governing Board of the UNESCO Institute for Statistics (UIS) for 2008,

Also taking note of the Medium-Term Strategy for 2008-2013 of the UNESCO Institute for Statistics,

1. *Requests* the Governing Board of the UNESCO Institute for Statistics to focus the Institute's programme on the following priorities, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples:

   (a) to improve the relevance and quality of UNESCO's international database by developing new statistical concepts, methodologies and standards in education, science, culture and communication, by promoting the collection and production of quality statistics and indicators in a timely manner, and by strengthening communication with Member States and cooperation with field offices and partner agencies and networks;

   (b) to undertake the revision of the International Standard Classification of Education (ISCED) in view of the major changes that have taken place in the adaptation and structuring of education systems since the last revision, with a view to its finalization during the 2010-2011 biennium;

   (c) to contribute to building national statistical capacity by working with development agencies to disseminate technical guidelines and tools, to train national personnel, and to provide expert advice and support to in-country statistical activities;

   (d) to support the development of policy analysis in Member States by training in analysis, by conducting analytical studies in partnership with international specialists, and by disseminating best practices and analytical reports to a wide audience;

   (e) to strengthen the position of the UNESCO Institute for Statistics within the international statistical landscape by looking for and/or intensifying cooperation with other relevant

international organizations, including the Organisation for Economic Co-operation and Development (OECD) and the Statistical Office of the European Communities (Eurostat);

(f) to implement the revised Framework for Cultural Statistics with a view to establishing regular data collections in this area at the national and international levels;

2. *Authorizes* the Director-General to support the UNESCO Institute for Statistics by providing a financial allocation of $9,128,600;

3. *Invites* Member States, international organizations, development and donor agencies, foundations and the private sector to contribute financially or by other appropriate means to the implementation and expansion of the activities of the UNESCO Institute for Statistics;

4. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) UNESCO statistical database improved in terms of data quality and coverage of both current and historical data, together with appropriate metadata and better online data access for users

(2) timeliness, collection, processing and submission of data improved

(3) relevance of information enhanced to support policy- and decision-making through development of new international statistical surveys using improved data instruments and methodology

(4) coordination improved with other international and regional organizations involved in the production and dissemination of comparative data to better serve international and national data needs

(5) emerging policy information needs identified to monitor development targets in consultation with UNESCO programme sectors, Member States and partner agencies, and new internationally comparable indicators developed to measure these issues

(6) international statistical classifications revised in the areas of education, culture, communication, science and technology, including extensions and revisions to cover new policy interests in these fields

(7) UIS statistical standards promoted and used by other agencies and wider implementation of UIS standards in national statistical programmes resulting in an increased amount of internationally comparable data on education, science, culture and communication

(8) diagnoses of strengths and weaknesses of national data production cycles improved

(9) provision of technical advice to countries enhanced

(10) cooperation strengthened with other development agencies in statistical capacity-building and reinforced networks of countries, experts and institutions

(11) UIS programme of research and analysis maintained and improved, adding value to UNESCO data

(12) guidance and support provided in the interpretation and use of cross-nationally comparable statistics in the fields of UNESCO's mandate

5. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

06001 The UNESCO Institute for Statistics (UIS) was established to foster a culture of evidence-based policy, both nationally and internationally, through the collection and use of high-quality, timely data in education, science and technology, culture, and communication. The role of UIS is to provide internationally comparable statistical information to Member States in order to inform decision-making and facilitate democratic debate in UNESCO's areas of competence. To this end, the institute deploys high professional standards and independence in data collection and analysis.

06002 As stated in the UIS Medium-Term Strategy for 2008-2013, the Institute's first objective is to improve the quality of UIS data. This goal is clearly reflected in the expected results for the various main lines of action (MLAs).

Main line of action 1: Guardianship of cross-national data

06003 UIS will consult widely within UNESCO and with other users of cross-national statistics (United Nations and other international agencies, national policy-makers, researchers and NGOs) to ensure that it collects regularly the key data needed to understand changes in UNESCO's areas of responsibility and, in particular, to monitor progress towards internationally-agreed goals. Furthermore, the UIS network of statistical advisers in the field will develop closer relations with national statisticians and policy-makers in cooperation with the UNESCO field offices.

06004 UIS will continue to improve the existing international statistical data collections in UNESCO's fields of action. They will be designed and implemented to collect more policy-relevant data, while improving their quality and accompanying contextual information. In particular, UIS will be expanding implementation of its Literacy Assessment and Monitoring Programme (LAMP) based on the experience in pilot countries. LAMP is designed to provide a detailed diagnostic of a population's literacy skills, which is essential for effective policy-making.

06005 Greater exploitation of relevant data from secondary sources will be undertaken in order to avoid duplication of data collection, to add rich new dimensions to existing data and to improve data coverage and quality.

06006 Data quality assurance procedures within UIS will be enhanced and incorporated into the regular processing operations, including those for metadata. In addition, good practice guidelines will be prepared to ensure the transparency of the Institute's procedures and methodologies.

06007 Data dissemination utilizing the Internet and other electronic means will be expanded. In addition, the content, functions and user interface of the UIS statistical database will be upgraded to improve online access and data dissemination.

06008 Improving the timeliness of outputs is critical for education statistics. One of the principal obstacles to this has been linked to work cycles that are governed by major data release dates. Indicator verification and estimation of data are organized according to specific releases, independent of when data are received. Therefore, the UIS will introduce the concept of a rolling data collection and release system for education which will provide a strong internal incentive for reducing the processing time.

Expected results at the end of the biennium

UNESCO statistical database improved in terms of data quality and coverage of both current and historical data, together with appropriate metadata and better online data access for users

Performance indicators	*Benchmarks*
■ Update key education indicators for at least 85% of all countries every year	– *76% in 2008*
■ Increase quality and coverage of regional and global averages for key indicators	– *index based on number of EFA regions served with averages for 15 key indicators*
■ Key trend education indicators from 1970 to 1995 integrated in UIS standard data dissemination	
■ Number of hits on online Data Centre	
■ Implementation and follow-up on results of UIS data quality monitoring system	
■ Amount of metadata available to internal and external users of UIS data	– *metadata virtually non-existent on current website*

Timeliness, collection, processing and submission of data improved

Performance indicators	*Benchmarks*
■ Reduce the average time between end of school year in countries and submission of data by one month at end of 2011	– *11 months in 2008*
■ Reduce average time gap between data receipt and first dissemination by the UIS by 10 days each year	
■ Increase update frequency of UIS database as step towards rolling release	– *UIS database updated twice per year*

Relevance of information enhanced to support policy- and decision-making through development of new international statistical surveys using improved data instruments and methodology

Performance indicators	*Benchmarks*
■ LAMP literacy data collected and analysed for 9-12 countries by 2011	– *5 countries by end of 2009*
■ New international data collection in a selected area of culture instituted according to revised Framework for Cultural Statistics	

Coordination improved with other international and regional organizations involved in the production and dissemination of comparative data to better serve international and national data needs

Performance indicators	*Benchmarks*
■ Pilot regionalization of survey instruments following example of UOE (UIS/OECD/ Eurostat) cooperation to better serve regional partners, such as African Union	– *regional efforts are generally not based on UIS standards*
■ UIS definitions on education indicators harmonized with regional agencies, such as EUROSTAT	– *independent data definitions exist in different data collection regions*
■ Redundancy in dissemination of comparative data reduced, including harmonization of indicator sets	
■ Rate of data exchange between international statistical organizations increased	

Main line of action 2: Development of appropriate methodologies and standards

06009 UIS will strengthen the application of standards for international data collection in education, science, culture and communication. Further guidance will be issued to Member States to raise awareness and improve their understanding of current standards. In particular, UIS will continue global consultations on the proposed revision of the 1997 *International Standard Classification of Education* (ISCED), which will be presented to the General Conference in 2011.

06010 The revised *UNESCO Framework for Cultural Statistics* will support UNESCO's policy development in the field of culture while guiding Member States on how culture can be linked to development goals. The standard will have due regard to various national approaches to culture, allowing flexibility in its application. It will serve as the basis for the development of new surveys in selected areas of culture, based on close consultations with the Culture Sector.

06011 UIS will undertake a more detailed review of how the OECD manual on R&D data (*Frascati*) is being applied in developing countries to improve the comparability of their science data by introducing appropriate principles for the adaptation of OECD standards.

Expected results at the end of the biennium

Emerging policy information needs identified to monitor development targets in consultation with UNESCO programme sectors, Member States and partner agencies, and new internationally comparable indicators developed to measure these issues

Performance indicators
■ Implementation of recommendations from the task force groups on quality of teachers and education finance indicators
■ Recommendations from global education conferences in terms of information needs evaluated and data collection strategy developed
■ Education statistics technical guidelines and glossary revised and disseminated
■ Development of a set of international anchor items to measure literacy and numeracy skills in primary education

International statistical classifications revised in the areas of education, culture, communication, science and technology, including extensions and revisions to cover new policy interests in these fields

Performance indicators
■ ISCED framework revised and recommendations adopted by Member States in 2011
■ ISCED mappings available on UIS website for 90% of all countries
■ International standards developed by other statistical organizations adapted by the UIS to better reflect the contexts and priorities of developing countries in the fields of science and technology and information literacy

UIS statistical standards promoted and used by other agencies and wider implementation of UIS standards in national statistical programmes resulting in an increased amount of internationally comparable data on education, science, culture and communication

Performance indicators
■ Harmonization of education statistics concepts in administrative records, household surveys and population censuses
■ Education attainment guidelines developed

Main line of action 3: Capacity-building in the collection and use of statistics

06012 UIS will assist countries in improving their capacities for data collection, processing, quality control, analysis and dissemination through training and other forms of support. In addition, it will seek to deliver cost-effective assistance by working with central divisions of UNESCO and, more importantly, with regional/cluster offices, UNESCO institutes and regional statistical entities.

06013 This will be largely achieved by reinforcing UIS presence in the field. Once again, the central goal is to improve data quality. By reinforcing its field presence, UIS will be working closely with national statisticians to undertake data quality assessments which are designed to identify and correct weaknesses in national data production systems, and to develop data plans which facilitate the reporting of international data to UIS.

06014 In Africa, where challenges remain the greatest, UIS will build stronger partnerships with regional networks and other relevant regional training institutions in order to promote and foster good practice in statistics. For education, key partners will be the ADEA Working Group on Education Statistics, the African Union and AFRISTAT. In science, UIS will support the NEPAD strategy to develop an observatory and statistical indicators, while in communication it will support the United Nations Economic Commission for Africa in the Partnership on Measuring ICTs for Development.

06015 Wherever possible, support for building statistical capacities through training will be provided either in the context of the regular UIS workshops or as an integrated part of a UNESCO-wide capacity-building initiative. Institutes and other relevant regional training institutions, especially in Africa, will also serve as vehicles for these initiatives.

Expected results at the end of the biennium

Diagnoses of strengths and weaknesses of national data production cycles improved

Performance indicators
■ Data quality assessment framework (developed by UIS and the World Bank for education statistics) in four countries annually
■ Support to countries in use of self-assessment tools
■ Capacity-building components within sectoral development projects

Provision of technical advice to countries enhanced

Performance indicators
■ Data plans on education statistics in 12 countries annually
■ National site visits in 20 countries annually
■ Number of national statisticians and policy-planners trained on education and S&T data collection instruments and statistical analysis through regional workshops

Cooperation strengthened with other development agencies in statistical capacity-building and reinforced networks of countries, experts and institutions

Performance indicators	*Benchmarks*
■ Four regional networks established to assist in LAMP implementation	– *in 2008 there was one regional network*
■ Two African regional higher education institutes collaborating with UIS in training and technical assistance activities	

Main line of action 4: Monitoring and analysis of cross-national data

06016 Given the time and expense involved in collecting data, UIS must ensure that their availability is exploited as fully as possible. The Institute will continue to work in partnership with a wide range of other researchers and data users in order to analyse and interpret cross-national data. It will also maintain key publications that provide initial data analysis and raise the profile of key indicators.

06017 The UIS mandate includes professional advice and quality assurance of statistical data in key UNESCO publications across all sectors to ensure that UNESCO policy is based on sound international data. The Institute will collaborate in key international publications of other agencies by providing analysis derived from its databases. Furthermore, UIS will issue its own reports to identify key issues to the international community.

06018 Where appropriate, UIS contributions will include time series analysis and projections in order to inform policy-makers of anticipated trends and scenarios. These publications will be especially important in measuring progress towards MDGs, EFA, and other international targets.

Expected results at the end of the biennium

UIS programme of research and analysis maintained and improved, adding value to UNESCO data

Performance indicators
■ Number of global and regional statistical reports, thematic analyses and other products
■ Number of analytical contributions to *EFA Global Monitoring Report*, Millennium Development Goals Report, UNESCO global reports and other statistical reviews

Guidance and support provided in the interpretation and use of cross-nationally comparable statistics in the fields of UNESCO's mandate

Performance indicators
■ Assistance to regional agencies in their use of UIS data dissemination
■ Number of technical publications and guidelines for the use of data

Intersectoral platforms

07000 General Conference resolution 35 C/Res.66 for Intersectoral Platforms

The General Conference,

Mindful of the Medium-Term Strategy for 2008-2013 (34 C/4) and in particular its strong intersectoral orientation reflected in the overarching and strategic programme objectives,

Recalling that under the Programme and Budget for 2008-2009 (34 C/5 Approved), 12 intersectoral platforms were launched,

Taking note of 180 EX/Decision 21 and in particular its paragraphs 81 to 84 dealing with intersectoral platforms,

1. *Welcomes* the inclusion of three coordinating intersectoral platforms and nine thematic intersectoral platforms in document 35 C/5 as a new modality for advancing intersectoral programme implementation, namely:

   (a) the following coordinating intersectoral platforms:

   - Priority Africa – coordinating and monitoring the plan of action to benefit Africa;
   - contribution to the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS);
   - support to countries in post-conflict and post-disaster situations;

   (b) the following thematic intersectoral platforms:

   - science education;
   - HIV and AIDS;
   - education for sustainable development (ESD);
   - fostering ICT-enhanced learning;
   - strengthening national research systems;
   - languages and multilingualism;
   - contributing to the dialogue among civilizations and cultures and to a culture of peace;
   - UNESCO action to address climate change;
   - foresight and anticipation;

2. *Approves* the expected results for the three coordinating intersectoral platforms and nine thematic intersectoral platforms as contained in document 35 C/5 Rev. Volume 2, in paragraphs 07011, 07012, 07018, 07020, 07028, 07034, 07038, 07044, 07048, 07055, 07058, and 07064;

3. *Notes*, based on the results achieved last biennium, that some intersectoral platforms have not been fully implemented;

4. *Requests* the Director-General to vigorously develop and implement all intersectoral platforms;

5. *Authorizes* the Director-General to continue implementing the strategies and plans of action for the 12 intersectoral platforms;

6. *Further requests* the Director-General to include in the statutory reports to governing bodies information on the amount of resources provided by the major programmes concerned to the various intersectoral platforms and on the achievement of the expected results for these platforms.

07001 The intersectoral and interdisciplinary dimensions of UNESCO's action are reflected in the translation of the strategic programme objectives of document 34 C/4 into 12 intersectoral platforms, which were launched during the biennium 2008-2009. The intersectoral platforms are conceived as a modality to enhance the quality, coherence and relevance of UNESCO's programme design and delivery. By delivering action in a concerted multi-sector manner, the Organization can capitalize on one of its principal comparative advantages in the multilateral system. Moreover, the platforms provide a gateway for delivering as "One UNESCO" at the global, country and regional levels, working across sectoral frontiers, based on commonly defined objectives, jointly agreed strategies and platform-specific results.

07002 These 12 intersectoral platforms will continue to be implemented during the 2010-2011 biennium, drawing upon the results achieved and lessons learned during the current biennium, as well as responding to the directives by the Executive Board at its 180th session on the preparation of draft document 35 C/5. To clarify the focus and intent of the various platforms, however, it is proposed for document 35 C/5 that a distinction be made between coordinating and thematic intersectoral platforms.

07003 Coordinating intersectoral platforms, on the one hand, shall bring together the totality of action by all parts of the Organization addressing the needs of a given region or group of countries with specific distinctive features. These platforms are expected to ensure the pursuit of commonly agreed strategies and jointly defined expected results and to manage activities on the basis of sector-specific financial allocations. Thematic intersectoral platforms, on the other hand, will focus on specific themes or subjects, coordinating, steering and guiding the work of the programme sectors within the framework of an agreed joint strategy with commonly defined expected results and specific financial allocations from the sectors or field offices involved. All platforms are expected to draw on contributions both from Headquarters and from field offices. Mechanisms for enhanced effective cooperation with the field offices, particularly in articulating how the platforms can provide targeted assistance and input to common country programming exercises will also be developed. All platforms are directed to place emphasis on building capacities and providing policy advice and on addressing the two global priorities of the Organization – Africa and Gender Equality.

07004 As regards budgetary resources, the activities of each platform are funded by each programme sector involved and detailed reports thereon will be provided in the biannual statutory reports (EX/4 documents). To ensure a sufficient volume of funds for the agreed activities during the 2010-2011 biennium, programme sectors are expected to contribute not less than the resources envisaged and provided for in the 34 C/5 biennium. Intersectoral platforms are also encouraged to mobilize extrabudgetary resources for their activities. Furthermore, each Platform Manager is being requested to envisage an evaluation of their respective platform's activities.

07005 The proposed three coordinating intersectoral platforms comprise:

(a) Priority Africa – coordinating and monitoring the plan of action to benefit Africa – with input from all sectors, led by ADG/AFR;
(b) Contribution to the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS) – with input from all sectors, led by ADG/SC;
(c) Support to countries in post-conflict and post-disaster situations – with input from all sectors, led by DDG.

07006 The proposed nine thematic-based intersectoral platforms comprise:

(a) Science education – with inputs from MPs I, II, III and IV, led by ADG/SC;
(b) HIV and AIDS – with inputs from all sectors, led by ADG/ED;
(c) Education for sustainable development (ESD) – with inputs from all sectors, led by ADG/ED;
(d) Fostering ICT-enhanced learning – with input from MPs I and V, led by ADG/CI;
(e) Strengthening national research systems – with input from MPs I, II, III and V, led by ADG/SHS;
(f) Languages and multilingualism – with input from all sectors, led by ADG/CLT;
(g) Contributing to the dialogue among civilizations and cultures and to a culture of peace – with input from all sectors, led by ADG/CLT;
(h) UNESCO action to address climate change – with input from all sectors, led by ADG/IOC;
(i) Foresight and anticipation – with input from all sectors, led by ADG/BSP.

07007 The agreed strategies and expected results for the three proposed coordinating platforms are as follows:

(a) Priority Africa – coordinating and monitoring the plan of action to benefit Africa

07008 Priority Africa, the regionally oriented intersectoral platform, is designed to play a key part in driving forward support for the African subregional and regional integration process and for activities contributing to regional integration in the Organization's fields of competence. During the 2008-2009 biennium, the Platform's strategies, bodies, working methods, scope and activities were established and gradually adapted.

07009 The Platform will enter its operational phase in 2010-2011 and will aim to: (i) provide, as a frame of reference for its action, the decisions and governance texts of the African Union (AU) and Regional Economic Communities (RECs) as regards the promotion of regional integration in UNESCO's various fields of competence, in particular the Plan of Action for the Second Decade of Education for Africa (2006-2015); Africa's Science and Technology Consolidated Plan of Action and the Plan of Action for Cultural Industries in Africa; and decisions on the links between education and culture, peace and security, and the environment; and (ii) create conditions for an optimal implementation of the commitments made by the Organization to African bodies with regard to each of the above-mentioned texts/decisions.

07010 To this end it shall ensure, in terms of programme and budget, the mobilization of programme sectors and external partners and the involvement of the relevant African bodies for activities that are highly conducive to the design and sustainable construction of regional integration. The Priority Africa platform should thus play a role in supporting existing activities, in giving momentum to new activities and in identifying projects that might be launched by the programme sectors. The Executive Board itself,

in 179 EX/Decision 16 (II and III), has accordingly assigned to the platform a role in the follow-up to decisions on the extension of the African continental shelf and on the Regional Post-Graduate Training School on Integrated Management of Tropical Forests and Lands (ERAIFT).

07011 Accordingly, the platform shall:

- in the field of **education**, attach particular importance to the Second Decade of Education for Africa with the threefold aim of: (i) providing better training for more teachers; (ii) reducing the number of illiterates; and (iii) strengthening/establishing centres of excellence/UNESCO Chairs, particularly in areas that are of strategic importance for the development of Africa;
- in the field of **culture**, contribute to the second phase of the General History of Africa and to the achievement of new areas of emphasis in the Slave Route project through the production of school textbooks, educational materials, an atlas and maps illustrating Africa's contributions to the civilization of humanity, respectively; it shall likewise promote the potential of cultural and creative industries in terms of convergences and social and economic integration;
- in the field of the **sciences**, encourage to the mobilization and participation of African bodies and stakeholders, external partners and field offices in Africa in implementing the following three sustainable flagship projects: (i) capacity-building in science policy, so that the largest possible number of African States may have at their disposal a strategic framework for their scientific development and the local expertise required for its implementation; (ii) science and engineering education designed to ensure that a critical mass of scientists emerges in Africa, as required for its scientific "take-off"; and (iii) the virtual campus network established to offset the lack of science teachers by providing distance education through the networking of virtual centres on the continent;
- in regard to the **environment**, participate (i) in the institutional, educational and geographical strengthening of ERAIFT and (ii) in introducing and developing inter-university networks that provide education and services in coastal expertise and support requests for the extension of the African continental shelf;
- in regard to the **consolidation of peace and preventive management**, provide support, in particular, for the forum for a future of peace in the Horn of Africa through research activities and the introduction of mechanisms for preventive peace management.

Expected results at the end of the biennium

- Intersectoral approach to the problems of regional integration in Africa strengthened
- Involvement of African integration bodies in supportive action initiated by UNESCO expanded and consolidated

(b) Contribution to the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS)

07012 Providing the framework for UNESCO's consolidated contribution to the implementation of the Mauritius Strategy, the intersectoral platform will pursue an integrated approach to sustainable island living and development, emphasizing interregional linkages and cooperation. Action in support of SIDS will aim mainly at the promotion and development of quality education focused particularly on addressing SIDS issues and needs, the adoption of evidence-based policies for sustainable development and their translation into effective on-the-ground practice, and the safeguarding of tangible and intangible heritage.

Expected results at the end of the biennium

- Key SIDS-relevant issues – e.g. climate change, indigenous knowledge and linkages between biological and cultural diversity – integrated into education and awareness programmes and policies as a contribution to UNDESD
- SIDS Member States assisted in formulating and implementing policy frameworks, modalities and tools for sustainable island living
- Integrated policies and practices for the safeguarding and management of natural and cultural heritage developed, shared and applied within and across SIDS regions
- Participatory mechanisms and community networks for the development of programmes and policies related to sustainable development strengthened, with particular focus on youth empowerment, access to knowledge, and the role of ICTs

(c) Support to countries in post-conflict and post-disaster situations

07013 The platform, involving all five major programmes, will be the framework for operational assistance to countries affected by conflicts and disasters, from immediate relief and early recovery to longer-term reconstruction and development by:

- providing upstream policy advice and capacity-building to restore national planning and management capacities to cope with challenges;
- supporting dialogue, confidence-building and reconciliation efforts, in particular by providing local and national policy-makers with evidence based research and analysis as well as with a platform for policy debate and dialogue to refine reconciliation and reconstruction options and to reinforce national ownership;
- empowering local communities to participate in peace processes and responding to their need to access critical information;
- supporting professional communities, according to their specific needs.

07014 The human and institutional dimensions of relief, recovery and reconstruction processes will be at the heart of UNESCO's response. The platform's priority will be to meet needs related to disrupted or dysfunctional educational, cultural and media services, to confront conflict and disaster-related trauma and to address threats to cultural and biological diversity resulting from conflicts or natural disasters. When supporting post-conflict recovery and reconstruction processes, special attention will be given to the root causes of conflict and to the facilitation of national dialogue and reconciliation efforts, so as to mitigate the risk of a relapse back into conflict. In the context of post-disaster situations, support will be provided for the full integration of disaster prevention into recovery and reconstruction efforts, notably by promoting more early warning systems worldwide.

07015 At the global level, the platform will advocate for the recognition of UNESCO's role within the overall United Nations coordination machinery through participation in United Nations integrated post-conflict and post-disaster responses, in particular with respect to common needs assessments; OCHA consolidated appeals; strategic and programmatic frameworks as well as funding mechanisms. It will seek to strengthen cooperation with regional intergovernmental organizations and develop strategic partnerships with NGOs and professional associations involved in peace-building efforts.

07016 At the operational level, the platform supports field offices in their post-conflict and post-disaster response by coordinating programme support, providing proper infrastructures and facilitating administrative mechanisms and arrangements.

07017 At the internal level, the platform will seek to engage central services concerned in the review of the administrative procedures for PCPD situations with a view to introducing streamlined processes.

07018 Action will be articulated around five main thrusts:

- reconstruction of education systems;
- providing advice and expertise in conflict resolution pertaining to natural resource management and to disaster prevention and mitigation efforts, particularly on how to integrate early warning systems into post-conflict and disaster responses;
- supporting the revitalization of in-country research facilities, policy formulation, implementation and monitoring in the various fields of the natural, social and human sciences;
- protecting damaged cultural and natural heritage, including emergency consolidation/rehabilitation of damaged cultural heritage sites and institutions as well as the safeguarding of endangered intangible cultural heritage;
- strengthening the role of communication and information in fostering mutual understanding, peace-building and reconstruction, providing access to humanitarian information in disaster environments, promoting the development of institutional and human capacities for the development of sustained free, independent and pluralistic media and strengthening the safety of media professionals.

Expected results at the end of the biennium

- Participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, OCHA consolidated appeals, strategic and programmatic frameworks as well as funding mechanisms
- Effective post-conflict and post-disaster operations put in place, with proper infrastructures and administrative mechanisms
- Advisory services provided on natural resource management and the revitalization of institutions in post-conflict and post-disaster affected countries
- Framework and strategies for the safeguarding and protection of damaged cultural heritage, including intangible heritage, developed with a view to sustaining peace and social cohesion processes
- Post-trauma healing of children and youth supported through activities focusing on the arts and on sports
- Evidence-based analysis and tools provided to policy-makers on how to promote cultural pluralism, intercultural dialogue and reconciliation
- Networks for media professionals promoted and professional standards and self-regulatory mechanisms in post-conflict environments enhanced
- Capacity for media to report on peace-building, conflict resolution and disaster awareness enhanced
- Safety of media professionals enhanced
- Access to humanitarian information in disaster environments improved
- Cultural diversity, dialogue and intangible heritage promoted through media and ICTs
- Improved national/local planning, management and reform capacity for sustained and equitable country-led recovery and reconstruction in UNESCO's fields of competence
- Reduced vulnerability vis-à-vis recurrence of disasters as a result of expanded early warning systems in disaster-torn countries

07019 The agreed strategies and expected results for the nine thematic intersectoral platforms are as follows:

(a) Science education

07020 The Intersectoral Platform on Science Education is concerned with science, technology, engineering and mathematics (STEM) education for sustainable development and poverty eradication and promotes the development of requisite capacities. The objective of the platform is to contribute to increasing science, engineering and technology literacy. Furthermore, it aims at enabling developing countries to build a critical mass of scientists, researchers and engineers. Interdisciplinary actions will be intensified in priority areas identified by Member States, especially those related to science education curriculum reform, science and mathematics pre-service and in-service teacher training, science and engineering teaching and learning materials, education on ethics of science and technology, participation of girls and women in science education and access to scientific information through the media. Activities will be implemented in close collaboration with science and education decentralized field networks, including the UNESCO category 1 institutes, in particular IICBA, IBE and ICTP.

Expected results at the end of the biennium

- Framework of overall science education strategy developed based on an analysis of data on the state of science and mathematics education in Member States
- Member States assisted in integrating science journalism as a competency in journalism education programmes, and science content in public service broadcast media increased
- Teaching of ethics of science and technology, in particular bioethics, promoted and incorporated in university curricula

(b) HIV and AIDS

07021 UNESCO is supporting efforts towards universal access to comprehensive HIV prevention programmes, treatment, care and support. This is in the framework of MDG 6 on HIV and AIDS – namely, to halt the epidemic and to begin reversing it by 2015. To this end, UNESCO is well placed to address the complex challenges of this epidemic through a holistic approach involving all UNESCO sectors. This involves supporting improved coordination and harmonization, especially at the country level where the response to HIV and AIDS constitutes a high-priority component of joint programme efforts by several United Nations system organizations and other partners.

07022 The HIV and AIDS intersectoral platform receives substantial contributions from all five major programmes as well as relevant central services, with global coordination based within the Education Sector. UNESCO's Global Coordinator on HIV and AIDS represents all of UNESCO's sectors at UNAIDS meetings and has responsibility for reporting back to UNAIDS Cosponsors on agreed areas of work and outcomes.

07023 Four regional HIV and AIDS advisers – based in Johannesburg (at the UNAIDS Regional Support Team office), and UNESCO's regional and cluster offices in Bangkok, Moscow and Santiago – started work in 2008, and have a major role in developing programming within UNESCO's strategy. This includes intersectoral programming, articulating and communicating UNESCO's role and impact, generating further resources to support this work, and supporting national colleagues and partners. In 2010-2011, UNESCO will work to expand its capacity at national level to respond to HIV and AIDS.

07024 UNESCO works closely with the UNAIDS Cosponsors, which define commonly agreed outcomes and an agreed division of labour and ensure harmonized action at the country level. The areas in which UNESCO plays a "lead" or "main partner role" are:

- prevention for young people in educational institutions (lead role);
- HIV and AIDS governance and mainstreaming (main partner role);
- strategic planning and human resource development (main partner role);
- HIV and AIDS workplace policies (main partner role);
- provision of HIV information and education in non-formal settings (main partner role);
- overall monitoring and evaluation (main partner role);
- dietary and nutritional support on HIV and AIDS (main partner role);
- addressing HIV among displaced populations (main partner role); and
- strategic information-sharing and accountability (main partner role).

07025 UNESCO receives a significant amount of extrabudgetary funds for its activities through the Unified Budget and Workplan (UBW) of UNAIDS. The majority of UBW funds are distributed following recommendations from an Intersectoral Task Team, including a small mid-biennium fund for "Late Breaker" projects to respond to emerging needs.

07026 Over half of UNESCO's work on HIV and AIDS is focused on three main areas, to:

1. Strengthen national capacities for the design, implementation and assessment of rights-based education, communication and information for universal access;
2. Develop, disseminate and support the use of evidence-based policies and practices on HIV and education; and
3. Enhance coordinated action among education stakeholders through key inter-agency efforts such as EDUCAIDS and the UNAIDS Inter-Agency Task Team (IATT) on Education.

07027 EFA is unachievable without addressing the impact of HIV and AIDS. Through EDUCAIDS, UNESCO and its partners support countries to implement comprehensive, scaled-up educational programmes on HIV and AIDS that cover: content, curriculum and learning materials; educator training and support; policy management and systems; and that ensure quality and the full utilization of approaches and entry points, through both formal and non-formal education. Its aims are promoted through greater collaboration among UNAIDS Cosponsors and key stakeholders, including national authorities, ministries (education, social welfare, health, labour and others), bilateral agencies and civil society groups at the country level. UNESCO also has a particular focus on scaling up HIV prevention through combined approaches, including comprehensive education on sex, relationships and HIV/STIs. National education sector responses to HIV and AIDS are prioritized at all levels, using all modalities and involving the continuum from prevention to treatment, care and support towards universal access.

07028 All sectors/major programmes contribute to strengthening and complementing education sector policies and practices, through: (i) capacity-building of scientists in universities and research institutions to work on HIV and AIDS and dissemination of scientific information; (ii) action against discrimination affecting persons living with HIV and AIDS, particularly through the capacity-building of young people and the strengthening of policies and practices of local governments; (iii) the development of gender-sensitive and culturally sensitive responses; and (iv) the design and implementation of information and communication strategies that focus on prevention activities and capacity-building of information and media professionals.

Expected results at the end of the biennium

- Capacities of Member States enhanced to design, implement and assess rights-based education, communication and information for universal access, taking sociocultural factors into account
- Multidisciplinary and intersectoral responses of Member States promoted to develop, disseminate and support the use of evidence-based policies and practices on HIV and education
- Access to good-quality HIV and AIDS learning opportunities expanded, particularly for marginalized and excluded populations, to reduce stigma and discrimination while respecting human rights, cultural diversity and gender equality

(c) Education for sustainable development (ESD)

07029 Quality education must meet the needs of learners for them to cope with today's challenges and to build a safer and more sustainable world. Education that does not integrate the principles, values and practices of sustainable development will fall short of this goal. Understanding and addressing global issues that concern sustainability are at the centre of ESD. These issues relate to the three spheres of sustainable development: environment, society, and economy, with culture as an underlying dimension. They include, but are not limited to, such issues as water, biodiversity, skills training, human rights, gender equality, peace and human security, poverty reduction, corporate social responsibility and accountability, migration, climate change, intercultural dialogue, and urbanization. Educating to deal with such complex issues involves several disciplines and requires broad efforts from many sectors of society.[1]

07030 Recognizing the importance of an interdisciplinary approach to ESD, UNESCO has been leading the United Nations Decade of Education for Sustainable Development (DESD, 2005-2014) and implementing the UNESCO Action Plan for DESD. Since its launch in 2008, the ESD Intersectoral Platform has strengthened UNESCO's internal coordination mechanisms created to harmonize UNESCO's role as a lead implementer of DESD.

07031 Education is central to sustainable development, especially through the promotion of knowledge, skills and values that are necessary for its realization. Education must play a key role in fostering the values that underpin sustainable development, such as: respect for the dignity and human rights of all people; respect for the human rights of future generations; respect and care for the greater community; and respect for cultural diversity.[2] The ESD Intersectoral Platform has proven to be of valuable assistance in encouraging an ESD approach in a number of areas of UNESCO's work.

07032 Building on these achievements, the ESD Intersectoral Platform will continue its work in the areas of policy dialogue, capacity development, knowledge enhancement, and awareness-raising, while giving greater emphasis to generating genuine intersectorality. The platform recognizes the serious challenges posed by the global financial crisis, climate change, the energy crisis, increased migration and food shortages, as well as the significant implications these have for efforts to achieve sustainable development and equitable growth. The platform is further expected to contribute to the Organization's strategic response to these global challenges.

07033 Support to efforts at the country and regional levels, which are firmly anchored in international development frameworks, including the Millennium Development Goals (MDGs), and in mechanisms of United Nations collaboration, will be continued. Some cases have been reported that show how an intersectoral

1 United Nations Decade of Education for Sustainable Development (2005-2014): International Implementation Scheme, UNESCO, 2005.
2 Framework for the UNDESD International Implementation Scheme, UNESCO, 2006.

approach has helped to mobilize partners at the field level. These experiences will be widely shared to scale up country level implementation.

07034 The Education Sector will continue to lead the ESD Intersectoral Platform by stimulating and supporting intersectoral activities, by maintaining a strong focus on the educational aspects of sustainable development, and by promoting the exchange of information and expertise across the sectors. It will coordinate the efforts of other sectors in ESD-related areas including water resources, biosphere reserves, cultural diversity, World Heritage and media as well as emerging ethical and social challenges facing development processes. UNESCO will assist in reorienting education programmes and in improving the wider public's understanding of these issues so as to contribute to a better, safer and more sustainable world. This includes:

- facilitating policy dialogue on ESD;
- training stakeholders in ESD;
- developing teaching guidelines, curriculum support tools, and learning materials on ESD-related issues;
- documenting innovative experiences and good practices; and
- reinforcing partnerships with civil society, the private sector and governments.

Expected results at the end of the biennium

- Policy dialogue on ESD supported and strengthened through joint sectoral activities that take account of scientific principles, culture and communication as well as respect for cultural diversity, gender equality and the human rights dimensions of ESD
- Capacities of Member States and stakeholders enhanced to integrate sustainable development issues and practices into all types and levels of education
- Knowledge on ESD enhanced through the exchange of innovative experiences and through the documentation and dissemination of lessons learned
- Awareness of sustainable development among all types of stakeholders raised through ESD and their contribution to the DESD heightened

(d) Fostering ICT-enhanced learning

07035 This Intersectoral Platform will involve three major programmes, Education, Science and Communication and Information, that will work towards the inclusion of all learners through information and communication technologies (ICTs), the reinforcement of quality education and training for all, and lifelong learning through the innovative integration of locally relevant ICTs into teaching and learning processes. This shall include Open Access modalities by building communities of practice, global digital libraries and resource centres and digital learning tools. In general, the educational value of alternative and ICT applications shall be explored.

07036 The three sectors agreed to demonstrate a model of intersectoral cooperation by applying a phased partnership-building strategy and by using technology to enhance efficient interaction, knowledge sharing and cooperation within UNESCO. The clarification of each sector's role and effective modalities of cooperation shall bring about the emergence of an "intersectoral team of excellence" possessing truly complementary assets and skills and thereby contributing to building the right mix of human, institutional and technology bridges.

07037 The strategy will focus on creating synergies, maximizing the use of existing assets, avoiding duplication and reducing costs by enhancing collaboration with respect to ongoing sectoral activities. The

potential of multi-purpose community-based centres, such as Community Learning Centres (CLCs) and Community Multimedia Centres (CMCs) and Virtual Campuses as knowledge providers and tools for development and poverty eradication, will be fully explored. In this context, new approaches will be devised which encourage lifelong learning opportunities, create and reinforce literate environments, foster income-generating activities and possibly train teachers.

07038 The development of such new approaches to knowledge dissemination and utilization will include new models of open and distance learning (ODL) benefiting lifelong learning. The strategy will focus on fostering the use of ICTs in teaching and learning, including the establishment of standards to strengthen ICT competencies for teachers and researchers and the development of strategies and best practices, resources and capacities for integrating Free and Open Source Software (FOSS) and open educational resources (OER) in learning processes. This platform will further underpin UNESCO's role as global facilitator for the implementation of the World Summit on the Information Society (WSIS) Action Line C7 "E-learning".

Expected results at the end of the biennium

- Capacity of ministries and quality of teacher training institutions strengthened to offer ICT-based teacher education, including through the introduction of ICT competency standards
- Access to education and learning in Member States expanded through ICT tools
- Information literacy, teacher training and lifelong learning opportunities expanded through multipurpose community-based centres
- Education/training "communities of practice" formed to build knowledge and access to open and diverse educational resources at all levels, including open access to scientific information
- Digital libraries of open educational resources (e.g. open courseware and digital learning objects) developed for quality lifelong learning
- Role of ICTs in support of the six EFA goals reinforced

(e) Strengthening national research systems

07039 The Intersectoral Platform involves four major programmes (I, II, III and V) and the UNESCO Institute for Statistics (UIS). It draws initially on the experience of its major programmes in supporting Member States in reviewing and strengthening national research capacities in UNESCO's fields of competence. The platform will progressively include contributions of the UNITWIN/UNESCO Chairs programme, the results of the UNESCO-supported policy dialogue and capacity-building for the formulation of national science, technology and innovation policies, the strengthening of research-policy linkages in the field of social and human science policy elaboration, the efforts to build knowledge societies and the implementation of relevant recommendations of the UNESCO World Report on Knowledge Societies.

07040 The platform will strengthen UNESCO's contribution to integrated approaches facilitating the creation and strengthening of national research systems, linked with the development and implementation of broad science and innovation policies and a strengthening of higher education institutions, particularly in the least developed countries. It will also identify and respond to national priority needs of developing and least developed countries, with emphasis on the integration of national research systems in UNESCO's fields of competence and science policies into an overall national strategy for poverty eradication and sustainable development. It will build on the outcomes of three major conferences: the UNESCO World Conference on Higher Education 2009: the New Dynamics of Higher Education and Research for Societal Change and Development; the World Science Forum 2009: Budapest+10; and the World Social Science Forum 2009: One Planet – Worlds Apart. Furthermore, the platform will promote

enhanced cooperation and networking with other United Nations entities and regional organizations, such as the African Union, that are committed to strengthening science, technology and innovation strategies, and the development of requisite national capacities in UNESCO's fields of competence.

07041 Emphasis will be placed on the contribution of national research systems to social development. Actions relating to the ethics of science and technology will also be integrated into the institutional framework of national research systems, in cooperation with existing national ethics and research committees.

07042 Top priority will be given to Africa and action will be undertaken in collaboration with partners such as regional networks, relevant UNESCO Chairs and National Commissions.

07043 The purpose of the platform is to provide Member States with support for improving their own national research systems and to develop strategic policy recommendations in UNESCO's fields of competence in order to strengthen their development prospects on the basis of stronger research and science capacities.

07044 The objectives of the platform are to:

- achieve a common methodology on the basis of an integrated approach of the Organization to review national research systems in developing countries;
- implement country reviews that cover higher education and research in the natural sciences as well as in the social and human sciences, taking into account the increased need for research-policy linkages, ethics of science and the impact of science and research on development.

Expected results at the end of the biennium

- Research capacities enhanced in developing countries focusing on the contribution of research to achieving internationally agreed development goals
- National research and knowledge management in science, technology and innovation strengthened and related capacities created
- Links between policy-making bodies, higher education and research institutions, and educational and developmental practices strengthened
- Research capacities of UNITWIN/UNESCO Chairs in selected least developed countries enhanced, including through triangular South-South-North cooperation
- Scientific research enhanced through integration of ICTs

(f) Languages and multilingualism

07045 Languages, with their complex implications for identity, communication, social integration, education and development, are situated at the heart of UNESCO's mission and objectives.

07046 As in the previous biennium, the Intersectoral Platform for Languages and Multilingualism (IPLM) will continue to offer a privileged space for internal communication exchange and information-sharing across all major programmes, both from sectoral and intersectoral perspectives.

07047 Based on the principles enshrined in or derived from the Organization's normative tools and policy guidelines related to languages and multilingualism, the platform's activities at sectoral level will draw on inputs as follows: MP I – support national language policies and strategies promoting mother-tongue-based multilingual approaches in formal and non-formal education and in literacy programmes; MP II – recognition of languages as vehicles for transmission of local and indigenous knowledge on issues

related to natural resource management and sustainable development; MP III – enhancement of the human rights-based approach to issues related to languages and multilingualism, migrations, in particular in urban contexts and the roles of languages and translation in intercultural dialogue; MP IV – promotion of cultural and linguistic diversity and intercultural dialogue; preservation of endangered languages, especially through the publication and regular updating of a new edition of the UNESCO Atlas of the World's Languages in Danger; and promotion of multilingualism, especially in creative industries; MP V – promotion of linguistic diversity in cyberspace and multilingual access to digital resources through policy advice for the development of multilingual content and for the inclusion and use of new languages in cyberspace.

07048 At the intersectoral level, the platform members will cooperate to (a) monitor the implementation of international and national language policies worldwide; (b) produce public information, advocacy and awareness-raising tools or events, including the organization of the International Mother Language Day (21 February) and the regular updating of the UNESCO website on languages and multilingualism; (c) to promote multilingual approaches to cross-cutting issues; and (d) to support the development and the monitoring of coherent multilingual regional and national language policies, in particular through the development of a toolkit for policy-makers and assessment of existing relevant standard-setting instruments.

Objective 1: Monitor the implementation of international and national language policies worldwide through existing tools (Atlas of Endangered Languages and EFA Monitoring Report).

Expected result at the end of the biennium

- Implementation of policies based on UNESCO publications facilitated and measured

Objective 2: Support the development and the monitoring of coherent multilingual regional and national language policies, in particular through the development of a toolkit for policy-makers and assessment of existing relevant standard-setting instruments.

Expected result at the end of the biennium

- Formulation and implementation of language policies in favour of multilingualism improved

Objective 3: Promoting multilingual approaches to cross-cutting issues through public information, advocacy and awareness-raising tools or events, including the organization of International Mother Language Day (21 February) and the regular updating of the UNESCO website on languages and multilingualism.

Expected result at the end of the biennium

- Awareness raised on the importance of multilingual approaches in all domains of language use

(g) Contributing to the dialogue among civilizations and cultures and to a culture of peace

07049 In the past decade, UNESCO has been at the forefront of international efforts to strengthen dialogue among civilizations and cultures and a culture of peace. Based on its many years of experience with far-reaching dialogue initiatives, such as the Routes and General Histories projects, the Organization distanced itself from the notion of a "clash of civilizations" in the mid-1990s, proposing a more dynamic and interactive framework for cultural encounters and exchanges – a perspective rooted as well in historical facts. The year 2001 was celebrated as the United Nations Year of Dialogue among Civilizations, and in November 2001 the General Assembly adopted the "Global Agenda for Dialogue among Civilizations" (Resolution 56/6), assigning UNESCO a lead role within the United Nations system. In addition, UNESCO has a lead role in implementing the "International Decade for a Culture of Peace and Non-Violence for the Children of the World" (2001-2010) and its Programme of Action.

07050 The Global Agenda, to some extent also a response to the events of 11 September 2001, sets out the frame for future action, emphasizing that dialogue among cultures and civilizations is a process aimed at attaining justice, equality and tolerance in people-to-people relationships and aimed at bridging the worldwide gap in knowledge about other civilizations, cultures and societies.

07051 UNESCO subsequently fine-tuned its approach to the dialogue among civilizations and cultures, testing certain perspectives in a series of international conferences that culminated in the adoption by the General Conference of 32 C/Resolution 47 "New perspectives in UNESCO's activities pertaining to the dialogue among civilizations and cultures". These new perspectives were particularly well captured in the Rabat Commitment, adopted in June 2005, which set out a series of concrete and practical actions in UNESCO programme-related areas. These in turn were further sharpened in the 2006 intersectoral "Plan of Action for the Promotion of the Dialogue among Peoples and UNESCO's contribution to international action against terrorism" (174 EX/5 Add. 2).

07052 In 2007, the General Conference adopted the Medium-Term Strategy (2008-2013) structured around five overarching objectives, one of which is "Fostering cultural diversity, intercultural dialogue and a culture of peace". This objective reflects UNESCO's comparative advantage in the promotion of cultural diversity and its corollary, dialogue.

07053 The Copenhagen Conference on "Education for Intercultural Understanding and Dialogue" (21-22 October 2008), a follow-up to the Rabat Commitment, underscored, among others, that a more inclusive and integrated approach based on cooperation and dialogue at all levels of human relations, be they intergovernmental, international, or interpersonal must therefore be pursued. Intercultural tensions, stereotypes, prejudice and identity-based conflict should be addressed by further encouraging mutual understanding and greater knowledge of the "Other", and by providing specific platforms for cooperation across cultural boundaries, with a particular focus on young people, as key agents of change.

07054 Based on the experiences and results of the intersectoral efforts during 2008-2009 (34 C/5 para. 08013), and the related Action Plan setting out strategies in the short and medium term (website: http://www.unesco.org/culture/en/dialogue/), the focus will continue to be on a limited set of objectives, which imply intersectoral collaboration with realistically obtainable results, rather than encompassing everything that the Organization is doing in the area of dialogue among civilizations and cultures.

07055 Finally, during the biennium 2010-2011, the work of the intersectoral platform will be complemented by collaboration with the Alliance of Civilizations (AoC), as set out in a "Memorandum of Understanding" between UNESCO and AoC signed on 15 January 2008 in Madrid, Spain. This Memorandum describes four specific areas for the development of joint projects and activities that have been taken into account

in framing the objectives of the intersectoral platform. Financial resources mobilized in the context of that Memorandum will continue to strengthen the platform and its implementation.

Objective 1: Promotion and exploitation of the Regional Histories: CLT (lead), ED, SHS, CI, SC.

The preparation and production of guides and materials to popularize the content of the Histories will be continued. Efforts will be made to implement some of the recommendations endorsed by the round table held in October 2009 and attended by the chairpersons of the scientific committees of the six Histories, the volume editors and the authors, who discussed ways and means of making better use of the volumes of the Histories. Emphasis will be laid on a cross-referenced reading of the History of Humanity. The digitization and posting online of the volumes of the collections will be continued. After the necessary consultations, the content of the three components on African history that will be included in the curricula of primary and secondary schools in Africa will be developed on the basis of the General History of Africa. Supporting material (atlas and teacher's guides), provided for under this project, will also be prepared.

Expected results at the end of the biennium

- Educational use of the results of the cross-referenced reading of the History of Humanity
- Content of three components and guides based on the General History of Africa developed
- Other regional Histories popularized and used

Objective 2: Development of inter-cultural skills and a culture of peace: ED (lead), CLT, CI.

Member States will be assisted in elaborating policies for building, among diverse parties (youth, students, teachers, media professionals, heritage workers, private sector, etc.), the skills necessary for living together beyond differences of culture, language, belief and religion and to develop a culture of peace. Based upon the results of the investigation on intercultural competencies, materials will be developed that support policy formulation and educational activities in formal and informal settings. These tools and materials will be widely distributed among Member States and UNESCO partners.

Expected results at the end of the biennium

- Policies and tools related to intercultural skills produced
- Policies and tools promoted and applied

Objective 3: Engaging new voices in interfaith dialogue: CLT (lead), ED, SC and SHS.

Specific recommendations made by youth organizations and youth experts to validate the results of the study (launched in the context of the intersectoral platform), on the good practices by and for youth in promoting interreligious dialogue, will be implemented with a view to enhancing the role of youth in interreligious dialogue. In parallel, an interregional study on methodologies, practices and tools developed by and for women to promote dialogue about religious issues will be undertaken. Based on the enhanced understanding of the practices among youth through activities launched during 2008-2009, a broadened view of interreligious activities by women in the different regions will be sought during the 2010-2011 biennium. Building on the results of these two studies, focus will be on the creation

and consolidation of networks of youth and women's organizations involved in the promotion of interreligious dialogue.

Expected results at the end of the biennium

- Role of youth in interreligious dialogue enhanced through implementation of concrete projects
- Collection of methodologies, practices and tools developed by and for women to promote dialogue about religions
- Creation/consolidation of networks of youth and women promoting interreligious dialogue

Objective 4: The Media and the fostering of a dialogue and mutual understanding: CI (lead) with CLT and SC.

The Power of Peace Network provides the online platform for the dissemination and exchange of ideas and material generated in the context of the platform. It will provide access to material produced on regional histories, provide a forum for the exchange of ideas on the principal elements relevant for policy-making that fosters a dialogue for mutual understanding and supports interreligious dialogue. In its own right, PPN will develop a university-level curriculum for peace and conflict studies focusing on the role of the media. In keeping with the online nature of PPN, the curriculum will be available for any institution with Internet access and will be updated in a Wiki-approach, whereby users contribute and edit the curriculum.

Expected results at the end of the biennium

- Variety of materials, including regional histories and recommendations from youth organizations, made available on PPN website
- Interactive online forum created through PPN website for information exchange and policy discussions fostering dialogue for mutual understanding
- Peace and conflict studies curriculum updated and revised in a Wiki-format and made available for distribution through PPN

(h) UNESCO action to address climate change

07056 The intersectoral platform focusing on the implementation of the UNESCO Strategy for Action on Climate Change covering the next biennium is being presented to the Board at its 181st session. The objectives of the Plan are twofold: the sound and unbiased generation and use of data, information and research concerning climate change (the knowledge base); and the promotion of the mitigation of and adaptation to climate change, notably through enhanced education and public awareness.

07057 The Plan identifies high-impact intersectoral projects for extrabudgetary funding, suggests ways to enhance UNESCO's visibility and participation in international efforts, and proposes actions for making UNESCO more climate/carbon neutral. The intersectoral platform on climate change has already helped to gain recognition of UNESCO's contributions within the overall United Nations response to climate change. UNESCO with its IOC is now jointly leading, together with WMO, United Nations system-wide efforts in the area of climate knowledge, science, assessment, monitoring and early warning.

07058 In line with the Strategy, activities will mainly target Africa, and SIDS and will also address gender equality issues.

Expected results at the end of the biennium

- Quality, coherence and relevance of the Organization's programme delivery in the area of climate change enhanced
- Knowledge base relating to climate change science, assessment, monitoring and early warning strengthened
- Capacity-building and awareness-raising programmes towards climate change mitigation and adaptation promoted and supported
- Progress made towards a carbon/climate-neutral UNESCO

(i) Foresight and anticipation

07059 The intersectoral platform on foresight and anticipation is conceived to: (i) enhance the linkage between UNESCO's programme and policy priorities and foresight activities as defined in documents 34 C/4 and 34 C/5; (ii) identify emerging challenges and themes of strategic relevance to UNESCO; and (iii) design modalities for action that make a substantive impact.

07060 During the biennium, the activities of the intersectoral platform will focus on UNESCO's sectoral programme priorities and will build on the orientations and modalities of the foresight programme in BSP. Africa and gender equality, as the two global priorities of the Organization, will be given due emphasis and reflection in the platform activities.

07061 In general, the intersectoral platform aims at increasing awareness of foresight issues in the entire Organization – particularly in the Secretariat and the Member States. In order to promote new approaches guiding programme delivery and future programming, the platform will seek to reinforce interaction between UNESCO's programmes, strategic priorities and foresight activities and it will endeavour to integrate foresight and anticipation dimensions pertaining to UNESCO's fields of competence into strategic planning.

07062 Interdisciplinary seminars and conferences with a global scope, including the new UNESCO Future Forum series, will be organized (i) to foster the reflection on key future-oriented challenges in the domains of the Organization, and (ii) to provide the Member States, the Secretariat, the media, NGOs and the public at large with information on those issues.

07063 Such events will be scheduled for Headquarters and field locations in various regions of the world and, whenever possible, in accordance with the calendar of major events and international conferences organized by UNESCO, the United Nations and the international community. The design, preparation and implementation of such international seminars and conferences will be carried out by the intersectoral platform in close collaboration with the involved programme sectors.

07064 The results and recommendations of activities by the platform will be disseminated through a dedicated UNESCO portal website and through networks and partners in the field of future-oriented thinking.

Expected results at the end of the biennium

- Awareness of foreseeable orientations and emerging challenges in UNESCO's fields of competence among staff and other stakeholders raised
- Foresight and anticipation dimensions pertaining to UNESCO's fields of competence integrated into strategic planning and the Secretariat's capacity to identify emerging trends and challenges in UNESCO's fields of competence reinforced
- Results of events organized by the intersectoral platform widely disseminated, including through a dedicated website

07065 As regards the organizational arrangements for the various platforms, the organizational structure and practices will remain the same as those established during the 2008-2009 biennium. Each platform will be led by a sector ADG, or in one special case by the DDG, as indicated earlier. These lead ADGs will chair a steering committee with senior-level representatives of all other Sectors involved that will act as an oversight mechanism and meet periodically to give strategic support and guidance to the platform activities. This includes sharing of experiences, avoidance of overlap, monitoring and reporting on progress achieved as well as resolving any operational difficulties encountered.

07066 The lead ADG will be supported by a platform manager who will be responsible to him or her for coordinating all substantive input and operational requirements for planning, implementation and reporting. This can be supported, where feasible, by regular meetings of focal points representing the participating sectors, field offices and category 1 institutes. The College of ADGs will regularly review the progress made by the various platforms.

07067 The Bureau of Strategic Planning will continue to provide overall coordination and guidance on the development and implementation of the platforms, ensuring that there are opportunities for the cross-fertilization of ideas and experiences among the platforms.

Field – Management of decentralized programmes

Field

Regular Budget				
	Activities	Staff	35 C/5 Approved	Extrabudgetary Resources[1]
	$	$	$	$
Field – Staff	–	56 189 400	**56 189 400**	1 312 900

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

REGULAR BUDGET BREAKDOWN BY REGION

Region	Staff	
	$	% weight
Africa	15 261 000	27.2
Arab States	9 340 300	16.6
Asia and the Pacific	14 363 400	25.6
Europe and North America	3 739 800	6.7
Latin America and the Caribbean	13 484 900	24.0
GRAND TOTAL	**56 189 400**	**100.0**

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

Region	35 C/5 Approved		
	ADG/D/P/NPO	GS/L	Total
Africa	33	87	120
Arab States	18	47	65
Asia and the Pacific	26	95	121
Europe and North America	6	9	15
Latin America and the Caribbean	22	70	92
TOTAL, Posts funded from regular budget	**105**	**308**	**413**
TOTAL, Posts funded from Programme Support Cost (PSC) income	4	–	4
GRAND TOTAL	**109**	**308**	**417**

08000 General Conference resolution 35 C/Res.69 for Management of decentralized programmes

The General Conference

Authorizes the Director-General

(a) to carry out the planning and implementation of the Organization's programmes and actions at the country and regional levels through the Organization's network of field offices and to continue participating actively in United Nations joint programming exercises and initiatives at the country level and always within the framework of the national priorities;

(b) to allocate for this purpose an amount of $56,189,400 for staff costs in the field offices.

08001 Field offices plan and implement the Organization's programmes and actions at country and regional levels, and are accountable to the programme sector ADGs for decentralized programme delivery, impact and performance results and for decentralized programme resources (finance and staffing). They are also tasked with promoting the visibility of UNESCO's action in Member States.

08002 They maintain close consultations with National Commissions, line ministries and other local partners and stakeholders, including representatives of civil society, for identifying priority areas of action of relevance to the respective Member States and designing appropriate strategies. As part of UNESCO's engagement in United Nations system-wide coherence and effectiveness at the country level, they work closely with representatives of other United Nations organizations within the framework of the United Nations Country Teams (UNCTs), advocating for relevant strategies in common country-level programming exercises and leveraging expertise in UNESCO's domains, both in countries where UNESCO is physically present and in countries where it has non-resident status. In 2010 and 2011, UNESCO field offices will participate in the elaboration of more than 40 United Nations Development Assistance Frameworks (UNDAFs), in the implementation of relevant joint programmes contained in the eight One Programmes approved by the governments of the eight "Delivering as One" pilot countries and in other new generation UNDAFs approved during 2008 and 2009 as well as in joint projects funded under the various thematic windows of the Spain/UNDP Millennium Development Goals Achievement Fund (MDG-F). To this end, field offices receive overall strategic guidance from BSP and programme sectors, as well as technical backstopping from the latter as required.

08003 Field offices are responsible for mobilizing extrabudgetary resources in consonance with the Organization's strategic programme objectives and priorities, and in coordination with the United Nations Resident Coordinators at country level. They receive appropriate support and guidance to this effect from ERC/CFS.

08004 The Bureau of Field Coordination (BFC) assures the overall coordination and management of the infrastructure, administrative and support services of the network of field offices. It also provides guidance, or facilitates it, on corresponding harmonization efforts by UNCTs, such as common services, alignment of administrative practices and, when appropriate, common premises. BFC supervises the Directors and Heads of offices who report to it on the use of operating and security costs, and overall office and human resources management. Management and support staff are attached to BFC (see Part III.B – Field Management and Coordination).

II.B – Programme-related services

Part II.B – 1

	Regular Budget			Extrabudgetary Resources[1]
	Activities	Staff	35 C/5 Approved	
	$	$	$	$
Chapter 1 Coordination and monitoring of action to benefit Africa	1 044 400	3 631 900	**4 676 300**	2 861 300
Chapter 2 Public information	2 083 700	11 588 100	**13 671 800**	1 283 200
Chapter 3 Strategic planning and programme monitoring[2]	1 435 000	6 345 000	**7 780 000**	558 400
Chapter 4 Budget planning and management	507 700	4 332 200	**4 839 900**	3 106 800
Total, Part II.B	**5 070 800**	**25 897 200**	**30 968 000**	**7 809 700**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.
(2) Includes the integration of Anticipation and Foresight into Strategic planning and programme monitoring as per DG Blue Note referenced DG/Note/08/43.

Part II.B – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE			
Programme-related services	**35 C/5 Approved**		
	ADG/D/P/NPO	GS/L	Total
Coordination and monitoring of action to benefit Africa			
Regular budget Headquarters	8	6	14
Regular budget Field	2	–	2
Other funding sources	1	–	1
Public Information			
Regular budget Headquarters	26	31	57
Regual budget Field	1	–	1
Other funding sources	2	3	5
Strategic planning and programme monitoring			
Regular budget Headquarters	18	7	25
Other funding sources	1	–	1
Budget planning and management			
Regular budget Headquarters	14	5	19
Other funding sources	8	5	13
TOTAL Part II.B			
Total, regular budget Headquarters	66	49	115
Total, regular budget Field	3	–	3
Total, Regular budget	**69**	**49**	**118**
Total, Other funding sources	12	8	20
GRAND TOTAL	**81**	**57**	**138**

Other funding sources: Includes posts financed from Programme Support Cost income and/or other Self-Financing Funds.

Items of Expenditure			Regular Budget			Extrabudgetary Resources[1]
			Activities	Staff	**Total**	
			$	$	$	$
Chapter 1	**Coordination and monitoring of action to benefit Africa**					
	I.	Staff (established posts)		3 631 900	3 631 900	361 300
	II.	Other costs:				2 500 000
		Temporary assistance	250 100		250 100	–
		Overtime	70 000		70 000	–
		Participants (delegates) travel	39 400		39 400	–
		Staff travel on official business	158 600		158 600	–
		Contractual services	98 900		98 900	–
		General operating expenses	187 600		187 600	–
		Supplies and materials	40 600		40 600	–
		Furniture and equipment	28 600		28 600	–
		Other expenditure	170 600		170 600	–
		Total, Chapter 1	**1 044 400**	**3 631 900**	**4 676 300**	**2 861 300**
Chapter 2	**Public Information**					
	I.	Staff (established posts)		11 588 100	11 588 100	1 283 200
	II.	Other costs:				
		Temporary assistance	221 600		221 600	–
		Overtime	1 500		1 500	–
		Participants (delegates) travel	3 600		3 600	–
		Staff travel on official business	134 900		134 900	–
		Contractual services	1 151 400		1 151 400	–
		General operating expenses	406 700		406 700	–
		Supplies and materials	95 400		95 400	–
		Furniture and equipment	68 600		68 600	–
		Total, Chapter 2	**2 083 700**	**11 588 100**	**13 671 800**	**1 283 200**
Chapter 3	**Strategic planning and programme monitoring**					
	I.	Staff (established posts)		6 345 000	6 345 000	358 400
	II.	Other costs:				200 000
		Temporary assistance	246 300		246 300	–
		Participants (delegates) travel	44 300		44 300	–
		Staff travel on official business	369 500		369 500	–
		Contractual services	415 700		415 700	–
		General operating expenses	154 700		154 700	–
		Supplies and materials	92 500		92 500	–
		Furniture and equipment	44 300		44 300	–
		Other expenditure	67 700		67 700	–
		Total, Chapter 3	**1 435 000**	**6 345 000**	**7 780 000**	**558 400**
Chapter 4	**Budget planning and management**					
	I.	Staff (established posts)		4 332 200	4 332 200	3 106 800
	II.	Other costs:				
		Temporary assistance	4 000		4 000	–
		Overtime	3 000		3 000	–
		Staff travel on official business	45 000		45 000	–
		Contractual services	384 200		384 200	–
		General operating expenses	20 000		20 000	–
		Supplies and materials	21 500		21 500	–
		Furniture and equipment	30 000		30 000	–
		Total, Chapter 4	**507 700**	**4 332 200**	**4 839 900**	**3 106 800**
		Total, Part II.B	**5 070 800**	**25 897 200**	**30 968 000**	**7 809 700**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Chapter 1 – Coordination and monitoring of action to benefit Africa

Unit responsible: Africa Department (AFR)

09100 General Conference resolution 35 C/Res.70(I) for Coordination and monitoring of action to benefit Africa

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action, ensuring the consistency and complementarity of efforts to benefit Africa through a coordinating and monitoring mechanism, in order to:

      (i) strengthen relations with African Member States, in particular through their Permanent Delegations and National Commissions, as well as through appropriate bodies of the African Union (AU), with a view to responding to their priority needs;

      (ii) support the development and monitor the implementation of strategies for strengthening cooperation with African Member States, aimed in particular at meeting the commitments of education for all (EFA) and other regional commitments and achieving the United Nations Millennium Development Goals (MDGs) relating to the Organization's various fields of competence;

      (iii) ensure that the priorities identified by the African Union, in particular by its New Partnership for Africa's Development (NEPAD), which constitutes for the United Nations system as a whole a special framework for cooperation with the African Union, are taken into account in the Organization's planning and programming processes;

      (iv) contribute actively to the process of subregional and regional integration in UNESCO's fields of competence;

      (v) promote cooperation and partnership with African Member States and mobilize multilateral and bilateral development assistance mechanisms, as well as the private sector;

      (vi) lead and coordinate UNESCO's efforts in Africa to assist countries in post-crisis and post-conflict or post-disaster reconstruction situations, in particular by strengthening the action of the Programme of Education for Emergencies and Reconstruction (PEER);

      (vii) serve as focal point for all questions relating to Africa and ensure the visibility of UNESCO's action in Africa;

   (b) to allocate for this purpose an amount of $1,044,400 for activity costs and $3,631,900 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) Development of relations with African Member States strengthened, in particular through their Permanent Delegations and National Commissions, groups of African Member States within UNESCO, the United Nations and the African Union, and joint commissions involving the Commission of the African Union, Regional Economic Communities (RECs) and regional integration organizations (RIOs)

(2) African Member States' development priorities relating to the Organization's various fields of competence, in particular AU/NEPAD sectoral plans of action, reflected in UNESCO's programming, as well as in joint programming of the United Nations system at the country level

(3) New partnerships with multilateral and bilateral organizations, and with the private sector established and implemented

(4) Assistance provided for the conduct of joint activities with United Nations partners, notably with the Office of the United Nations High Commissioner for Refugees (UNHCR) and African regional organizations in all post-crisis African countries at their request, in particular through the Programme of Education for Emergencies and Reconstruction (PEER)

(5) Action coordinated, interaction and communication improved between UNESCO Headquarters, field offices in Africa and the UNESCO National Commissions in Africa

(6) Visibility of the Organization's action to benefit Africa increased

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

09101 The Africa Department (AFR) is the focal point for all questions relating to Africa, and is responsible for advising the Director-General thereon. It has responsibilities both as a central service and with regard to the programme. Its principal missions are to:

- work to strengthen cooperation between the Organization and its African Member States, both individually and jointly, through the African Union (AU) and the Regional Economic Communities (RECs);
- ensure that the AU and the New Partnership for Africa's Development (NEPAD) priorities, including MDG-related needs, are taken into account in the Organization's fields of competence;
- monitor the implementation of the Africa programme and progress made in achieving the medium-term objectives identified for Africa through a distinct coordinating and monitoring mechanism;
- help countries in post-crisis and post-conflict or post-disaster reconstruction situations to meet their needs in UNESCO's fields of competence, in particular through the Programme of Education for Emergencies and Reconstruction (PEER);
- ensure intersectoral coordination of initiatives relating to cross-cutting issues and themes concerning Africa, and its subregions through the intersectoral platform Priority Africa.

09102 In its efforts to promote, coordinate and monitor action for Africa, the Department will promote an intersectoral and interdisciplinary approach that will draw on the exigencies of regional integration articulated by the African Union, including through its programme, the New Partnership for Africa's Development (NEPAD) and subregional organizations. Special attention will be given to mobilizing UNESCO's

contribution to the implementation of AU/NEPAD sectoral action plans on education, culture, science and technology, environment, and its frameworks of action for youth and women. The Department will also see to it that the recommendations of the UNESCO Committee for NEPAD and of the Forum of the Regional and Sub-Regional African Organisations in support of cooperation between UNESCO and NEPAD (FOSRASUN) are taken into account in UNESCO's activities.

09103 The Department will support the development and implementation of programmes to benefit Africa aimed at building institutional capacities and developing human resources and skills. In this regard, special attention will be paid to strengthening intersectoral cooperation and inter-agency coordination (with the Commission of the African Union, the Regional Economic Communities (RECs), the Regional Integration Organizations (RIOs) and so on). As gender equality is central to the achievement of the Millennium Development Goals, the building of women's capacities in all of UNESCO's fields of action will also be promoted. Furthermore, the Department will promote and support the development of networks and centres of excellence subregionally and regionally through specialized institutions such as the UNESCO International Institute for Capacity-Building in Africa (IICBA) – a category 1 institute, the International Centre for Girls' and Women's Education in Africa (CIEFFA) and other centres/institutes under UNESCO auspices (category 2), the School of African Heritage (EPA) and the African Academy of Languages (ACALAN), thus contributing to regional integration. To this end, the Department will also promote systematic support for regional initiatives and events (FESPACO, FESMAN, FESPAD, FESPAM, FIMA, FITHEB, MASA, SIAO and others) as factors of integration. Special attention will be paid to building the capacities of regional organizations and specialized African agencies responsible for coordinating AU/NEPAD programmes at continental and regional levels.

09104 The Department will represent the Organization within the United Nations Regional Coordination Mechanism in order to support the implementation of the AU/NEPAD programme and will pay particular attention to the coordination of thematic groups for which UNESCO has responsibility, within the framework of the United Nations "Delivering as One" initiative.

09105 The Department will also facilitate UNESCO's participation in joint programming exercises in the field with United Nations teams and other international development partners, if need be.

09106 As international support is crucial to the achievement of AU/NEPAD objectives, even though primary responsibility rests with African Member States, the Department will also foster and advocate greater involvement by multilateral, bilateral and private stakeholders in all of the Organization's activities in Africa. Use of the cooperation and partnership frameworks established by African States with Asia, Latin America and the European Union will be encouraged, as will broader participation by civil society and non-governmental organizations (NGOs) in existing or future partnerships. The Department will also support efforts to strengthen Africa's relations with its diaspora, in particular, efforts to strengthen the diaspora's scientific, intellectual and artistic contribution to the development of the continent.

09107 In regard to the Organization's support for African countries in post-crisis and post-conflict or post-disaster situations, the Department will coordinate the Organization's initiatives and the work of task forces established by the Director-General and will follow up their recommendations. It will participate in the work of the intersectoral platform for support to countries in post-conflict and post-disaster situations and ensure that the specific needs of the continent are taken into account. It will coordinate situation assessment and will supervise the Organization's response while ensuring harmony with the AU's framework of action for post-conflict reconstruction and development and relevant decisions by the AU and its Peace and Security Council (PSC). To ensure consistency and complementarity in the action taken by the various partners in the field, the Department will also coordinate UNESCO's action with that of other United Nations system agencies. The PEER Programme will be provided with greater

resources in order to improve its response to the continent's growing needs for emergency education, in close cooperation with the Regional Bureau for Education in Africa (BREDA).

09108 In addition to its role as lead unit and coordinator of the Priority Africa intersectoral platform, the Department will ensure that Africa's priority is taken into account in the various intersectoral platforms.

09109 Lastly, the Department will endeavour, in cooperation with the Secretariat as a whole, both at Headquarters and in the field, to make the Organization's action to benefit Africa more visible, including for the general public.

09110 Expected results at the end of the biennium

Development of relations with African Member States strengthened, in particular through their Permanent Delegations and National Commissions, groups of African Member States within UNESCO, the United Nations and the African Union, and joint commissions involving the Commission of the African Union, Regional Economic Communities (RECs) and regional integration organizations (RIOs)

- Greater financial support regionally and nationally for programmes developed and supported by UNESCO
- Number of joint initiatives with the Africa Group at UNESCO
- Ratification by the African Member States of the conventions drawn up by UNESCO
- Holding of joint committee meetings with the AU, RECs, organization of meetings of FOSRASUN and of the UNESCO Committee for NEPAD, and monitoring of the implementation of their recommendations

African Member States' development priorities relating to the Organization's various fields of competence, in particular AU/NEPAD sectoral plans of action, reflected in UNESCO's programming, as well as in joint programming of the United Nations system at the country level

- Effective participation in and contribution to the United Nations Regional Coordination Mechanism
- Number of joint regional initiatives with the AU, RECs and RIOs
- Initiatives/activities with the programme sectors, in particular, within the intersectoral framework
- Backstopping provided for joint programmes with other United Nations system organizations in the context of joint United Nations programming exercises in Africa

New partnerships with multilateral and bilateral organizations, and with the private sector established and implemented

- Contribution made to mobilization of extrabudgetary funds in support of UNESCO's strategic objectives and programme priorities for Africa

- Partnerships and funding sources further diversified
- Monitoring of partnerships and existing frameworks (TICAD IV, China-Africa, EU-Africa, India-Africa, and others)

Assistance provided for the conduct of joint activities with United Nations partners, notably with the Office of the United Nations High Commissioner for Refugees (UNHCR) and African regional organizations in all post-crisis African countries at their request, in particular through the Programme of Education for Emergencies and Reconstruction (PEER)

- Number of joint initiatives between PEER, the field offices, IICBA and the National Commissions
- Number of joint initiatives with the organizations of the United Nations system

Action coordinated, interaction and communication improved between UNESCO Headquarters, field offices in Africa and the UNESCO National Commissions in Africa

- Database on cooperation activities with African Member States rigorously maintained and constantly updated
- Number of joint initiatives with the National Commissions

Visibility of the Organization's action to benefit Africa increased

- Number of communications/publications on UNESCO's initiatives and achievements in Africa produced or supported and widely disseminated
- Increase in the number of visits to UNESCO's Africa portal, as the primary gateway to information on Africa in UNESCO's fields of competence
- Implementation of information activities on the Organization's cooperation with Africa (exhibitions) at Headquarters and in the field in order to promote awareness of the Organization's action
- Coverage of UNESCO action in and for Africa by international and African media

Chapter 2 – Public information

Unit responsible: Bureau of Public Information (BPI)

09200 General Conference resolution 35 C/5Res.70(II) for Public information

The General Conference,

Considering that public information activities aim to increase the visibility of the Organization by disseminating, to various sections of the public, its ideals, projects and achievements, and to contribute to the mobilization of partnerships,

Also considering that public information is closely linked to programme activities and constitutes support for their implementation,

Further considering that public information must enhance the Organization's image as a participant in the United Nations family's collective action, while highlighting its specific characteristics and added value,

1. *Authorizes* the Director-General:

   (a) to implement a public information programme that includes the following lines of action:

      (i) preparation and implementation of a comprehensive communication plan for the entire Organization, setting out priority information themes (linked to programme priorities), events illustrative of such themes, their implementation schedule, the goals pursued, use of various communication media and evaluation of their impact;

      (ii) organization of coordination and training activities with field offices and National Commissions in order to implement the communication plan in the field;

      (iii) continued development of the Organization's Internet portal, the main public information instrument, in two areas in particular, namely, multilingual provision of the information disseminated and incorporation of the various information products (text, images and video);

      (iv) mobilization of the print, audiovisual and online media in order to increase the Organization's media presence by disseminating relevant advisories and press releases, providing photographs and audiovisual programmes illustrating the Organization's best achievements, holding briefings and press conferences on the occasion of major events, mobilizing the Organization's celebrity partners, as appropriate, and organizing press seminars for groups of journalists from Member States in cooperation with the respective National Commissions;

      (v) implementation of the new publications and distribution policy designed to produce a limited and justified number of publications, consistent with programme priorities and subject to strict quality control; distribution of publications improved and their impact on readers evaluated. This activity requires joint action by the Bureau of Public Information (BPI), the programme sectors, field offices and the various institutes (category 1);

      (vi) holding of cultural events, at Headquarters and in the field, in cooperation with the Permanent Delegations of Member States, in order to promote the Organization's image and activities to the general public and the media;

(vii) development of internal communication, in particular through the organization of weekly information meetings for the staff and use of the Intranet;

(viii) monitoring and evaluation of the use of the Organization's name and logo, pursuant to decisions by its governing bodies and in a manner consistent with its ideals and programme activities;

(b) to allocate for this purpose an amount of $2,083,700 for activity costs and $11,588,100 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) Comprehensive communication plan drawn up, implemented and evaluated, in accordance with programme priorities

(2) Internet portal maintained and developed, in particular its multilingual and multimedia content

(3) Print, audiovisual and online media mobilized to increase the Organization's media presence

(4) New publications and distribution policy implemented

(5) Cultural events programme organized at Headquarters

(6) Internal communication on strategic, programme and administrative issues developed

(7) Monitoring and evaluation of the use of the Organization's name and logo

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

09201 Increasing the visibility of the Organization continues to be the primary public information goal. The purpose of such information is to bring the Organization's ideals, projects and achievements to the notice of various sections of the public. It thus helps to disseminate knowledge gained from the Organization's activities, increase its repute and encourage partnerships with public and private stakeholders.

09202 In view of their content and target audience, information activities are closely linked to programme priorities and deal mainly with specific initiatives and achievements that are regarded as particularly representative of the Organization's action.

09203 Public information must help to enhance the image of the Organization participating in the United Nations family's collective effort ("Delivering as One"), while highlighting its specific characteristics and added value.

09204 A comprehensive communication plan for the entire Organization identifies the priority information themes, events illustrating these themes, their implementation schedule for the entire biennium, the goals pursued and the ways and means of using various information media and products (Internet portal, media, publications, events and so on).

09205 The communication plan must include, in a concerted manner, activities initiated at Headquarters and those that must be scheduled and carried out in the field, in cooperation, in particular, with UNESCO

offices and National Commissions. Training and coordination activities will be organized with the offices and National Commissions in order to implement the communication plan in the field.

09206 The Internet portal (www.unesco.org) has become the Organization's main information instrument in terms of both the quantity of information disseminated and the diversity and size of the audience reached. Multilingual content development remains a key to increasing the number of users of the portal worldwide and, thus, to the dissemination of information. Such development will depend on available resources. The development of the portal into a multimedia platform integrating various information products (text, photographs and audiovisual programmes) must be continued, making use of the most recent technologies.

09207 The Organization's image and visibility within the general public are contingent primarily on the mass media, namely the press and television. However, the distinction between the two traditional media is gradually being blurred by the online press. BPI and the Office of the Spokeswoman of the Director-General, the only services authorized to handle contacts with the press, cooperate closely on information intended for the media.

09208 To strengthen the Organization's media presence, a sustained effort is required, which may take several forms. Media mobilization also entails quality work and the selection of relevant subjects depending on their topicality and capacity to arouse the interest of public opinion. Action will be taken as follows:

- dissemination of media advisories, press releases and editorials (in several languages) on the most significant issues in the Organization's action; provision to journalists of synoptic reports, photographic material and "stories" illustrating programme priorities;
- provision to television corporations of audiovisual programmes on the Organization's best achievements;
- holding of briefings and press conferences, at Headquarters and in the field, on the occasion of major events (such as the submission of major reports and the award of UNESCO prizes) by mobilizing, if necessary, the Organization's celebrity partners (Goodwill Ambassadors, eminent persons in the world of culture and science, and others);
- holding of press seminars at Headquarters for groups of journalists from Member States (in collaboration with the respective National Commissions).

09209 Publications are an important medium for conveying information and projecting the Organization's image. Their production and dissemination are closely linked to programme activities. Implementation of the new publications policy will constitute a major activity aimed at producing, under strict quality control, a justified number of publications which will be consistent with programme priorities, better distributed and evaluated in regard to their readership impact. This activity requires joint action by BPI, the programme sectors, field offices and the various institutes (category 1).

09210 Action will be taken as follows:

- drafting of a publication and distribution plan 2010-2011;
- training of staff involved in the production of publications;
- monitoring of implementation of the plan by means of the appropriate management tool;
- compilation and updating of the register of copyright and related rights;
- strengthening of distribution and promotion activities;
- evaluation of the impact of publications.

09211 In cooperation with the programme sectors and public or private partners, BPI organizes cultural events (exhibitions, concerts and film screenings) and tours at Headquarters in order to enhance the Organization's image among the general public and the media. Subject to the availability of resources, priority will be given to events illustrating the programme priorities and themes contained in the communication plan.

09212 Internal communication is achieved primarily through four means of delivery, accessible to the Secretariat and the Permanent Delegations:

- the Intranet site, updated daily;
- the UNESCOMMUNICATION electronic mail (sent twice a week);
- the weekly information and discussion meetings "60 minutes to convince", at which the various units present their activities and facilitate the internal dissemination of information relating to strategic questions and practical programme execution;
- Flash Info, produced by ODG/SPP, covering the activities of the Director-General.

09213 The name, acronym and logo of UNESCO are crucial to the Organization's image and the way in which it is perceived by the public. It is important that they be used in accordance with the decisions of the governing bodies of the Organization and that such use be monitored regularly. In the case of partnerships, care will be taken to ensure that the name and logo of the Organization are only used for activities in line with its ideals and programmes.

09214 ## Expected results at the end of the biennium

Comprehensive communication plan drawn up, implemented and evaluated, in accordance with programme priorities

Performance indicators
■ Programming priorities included in the comprehensive communication plan and the implementation rate of the programmed activities
■ Number of public information activities organized in the Member States, in coordination with the offices and the National Commissions and impact of these activities

Internet portal maintained and developed, in particular its multilingual and multimedia content

Performance indicators
■ Rise in the number of users of the Internet portal
■ Degree of satisfaction of specific target groups (user surveys)
■ Increase in the multilingual supply of the disseminated information

Print, audiovisual and online media mobilized to increase the Organization's media presence

Performance indicators
■ Number of articles, radio and television programmes devoted to UNESCO in the print, audiovisual and online media

New publications and distribution policy implemented

Performance indicators
■ Elaboration of a publications plan consistent with programme priorities
■ Implementation rate of the publications plan
■ Distribution of publications by various means
■ Qualitative evaluation by readers (through surveys)

Cultural events programme organized at Headquarters

Performance indicators
■ Number of events organized
■ Number of participants
■ Qualitative evaluation by organizers and participants

Internal communication on strategic, programme and administrative issues developed

Performance indicators
■ Number of internal information meetings held and number of units involved
■ Number of UNESCOMMUNICATION bulletins made available online (Intranet)
■ Degree of satisfaction of the staff (by survey)

Monitoring and evaluation of the use of the Organization's name and logo

Performance indicators
■ Quantitative and qualitative content of the impact reports

Chapter 3 – Strategic planning and programme monitoring

Unit responsible: Bureau of Strategic Planning (BSP)

09300 General Conference resolution 35 C/Res.70(III) for Strategic planning and programme monitoring

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action in order to:

      (i) prepare the Organization's biennial Programme and Budget (36 C/5) in line with the guidance provided by the governing bodies, the Director-General's directives and the principles of results-based planning and programming;

      (ii) monitor the implementation of the Medium-Term Strategy (34 C/4) through the biennial programme and budget documents, and prepare revisions to document 34 C/4 Approved, as may be required;

      (iii) ensure and monitor the prioritization of the global priority "gender equality" at all stages of programming and at all programme levels, for both regular and extrabudgetary activities, and monitor the implementation of the actions and the attainment of the results identified by the programme sectors in the Priority Gender Equality Action Plan for 2008-2013;

      (iv) review and assess the complementary additional programme of extrabudgetary activities as to its programmatic coherence with the regular programme and budget;

      (v) analyse work plans from all Secretariat units to ensure conformity with the decisions of the General Conference concerning document 35 C/5, the Director-General's directives and the requirements of results-based programming, management and monitoring (RBM), also taking into account the qualitative dimensions;

      (vi) monitor the implementation of the approved programme and its work plans through regular reviews to assess progress towards the expected results, and report thereon periodically to the governing bodies in the context of the statutory reports;

      (vii) provide backstopping for the implementation of intersectoral platforms and refine strategic methodologies and approaches, as may be required;

      (viii) progressively integrate risk management approaches into programming and provide training to that effect to staff at Headquarters and in the field;

      (ix) monitor how the human rights-based approach is being applied in the implementation of document 35 C/5, and report periodically and regularly to UNESCO's governing bodies on the results achieved;

      (x) monitor the programme activities benefiting Africa, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples, as well as the Organization's activities

contributing to the conclusion of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), and to do so in close cooperation with the Africa Department as regards all activities in Africa;

(xi) manage the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER 2) jointly with the Bureau of the Budget (BB) and in collaboration with the Division of Information Systems and Telecommunications (ADM/DIT), and continuously enhance it to reflect good results-based management (RBM) practices, as well as ensure staff capacity training programmes in RBM;

(xii) participate in and provide input, as UNESCO central focal point, to United Nations inter-agency processes concerned with United Nations reform and programme issues, including those of the United Nations System Chief Executives Board for Coordination (CEB) and its subsidiary bodies, especially the High Level Committee on Programmes (HLCP) and the United Nations Development Group (UNDG);

(xiii) monitor and contribute to the United Nations system-wide reform processes, including those pertaining to the pursuit of gender equality, at the global, regional and country levels, formulate strategies for UNESCO's involvement at the country level as needed and always within the framework of the sovereignty and priorities of countries, in order to ensure the coherence and effectiveness of its action and, to that end, strengthen staff capacities, including results-based management and gender mainstreaming skills;

(b) to allocate for this purpose an amount of $1,435,000 for activity costs and $6,345,000 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) Programming, monitoring and reporting functions carried out in line with UNESCO's results-based and risk management approaches, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, actions and results identified in the Priority Gender Equality Action Plan as well as with the Director-General's directives

(2) Gender equality and women's empowerment promoted in all UNESCO programmes through gender mainstreaming and gender-specific initiatives as defined in the Priority Gender Equality Action Plan, and requisite staff capacities built

(3) The Organization's activities in the area of anticipation and foresight managed in an intersectoral manner, especially through the intersectoral platform, and foresight dimensions integrated into strategic planning

(4) Complementary additional programme of extrabudgetary activities assessed as to its programmatic coherence with the regular programme and budget

(5) Statutory reports on programme execution prepared

(6) Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization

(7) Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes and strategic needs (e.g. dialogue among civilizations and cultures)

(8) UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened at the country, regional and global levels, including through the administration of the pooled portion of the 2% programme resources

(9) Final report on the implementation of the Programme of Action on a Culture of Peace during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) prepared and an event marking the conclusion of the Decade organized

(10) Analytical assessment provided on progress achieved, challenges faced and lessons learned in assisting the least developed countries in implementing the United Nations Plan of Action for the further implementation of the Programme of Action for the Least Developed Countries during the period 2007-2010

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

09301 The Bureau of Strategic Planning (BSP) is the Secretariat's central focal point for all programmatic and strategic issues and provides advice to the Director-General thereon. Under the authority of the Assistant Director-General for Strategic Planning (ADG/BSP), the Bureau is composed of the Division for Planning, Monitoring and Reporting (BSP/PMR), the Division for Gender Equality (BSP/GE) and the Section for Foresight. Principal responsibilities of the Bureau include:

- the preparation, together with the Bureau of the Budget and in close cooperation with all Secretariat units, of the biennial Programme and Budget of the Organization (36 C/5), ensuring compliance with the strategic objectives of document 34 C/4, pertinent regional priorities, the guidance provided by the governing bodies, the Director-General's directives and the principles of results-based planning and programming. Responsibility for the preparation of document C/5 entails, *inter alia*, preparing the preliminary proposals of the Director-General, analysing replies thereto from Member States, Associate Members, IGOs and NGOs, drawing up plans and guidelines for the preparation of the Draft Programme and Budget, providing advice and assisting sectors/bureaux in devising strategies and in articulating expected results, performance indicators and benchmarks at the various levels of programming, and ensuring that the results of evaluation activities are duly taken into account;
- review and assessment of the proposals for the complementary additional programme of extra-budgetary activities as to their programmatic coherence with the regular Programme and Budget;
- the RBM-based monitoring and assessment of the implementation of programme, including extra-budgetary activities, through regular reviews of the status of programme execution against the achievement of the 35 C/5 expected results and towards the expected outcomes of the Organization's Medium-Term Strategy (34 C/4);
- reporting on the implementation of the approved programme and its work plans to the governing bodies through the preparation of related statutory reports, such as the biennial C/3 document and the six-monthly EX/4 documents, focusing on progress made towards the achievement of the C/5 expected results;
- provision of strategic leadership and backstopping concerning UNESCO's participation in United Nations work and reform processes at global, regional and country levels, including for common country programming processes (especially for 2010-2011 UNDAF roll-out countries) and activities related to the Spain/UNDP MDG Achievement Fund (MDG-F). BSP furthermore administers the pooled portion of the 2% programme resources, designated by the Director-General to provide

support and training to UNESCO field offices involved in the preparation of common country programming exercises;

- the identification of emerging trends and challenges likely to have an impact on UNESCO's fields of competence and recommendations related thereto, including the preparation of revisions to document 34 C/4, as may be required;
- measures to strengthen these functions, and thus programme delivery, include improving the methodology and instruments and providing the necessary training and capacity-building to programme managers.

09302 As the central coordinating and monitoring Secretariat unit for gender equality and women's empowerment issues, BSP promotes and monitors gender equality, which is one of the two global priorities in UNESCO's Medium-Term Strategy for 2008-2013 (34 C/4), ensuring that it is accorded priority at all stages of programme design, implementation, monitoring and evaluation for both regular and extrabudgetary activities, as stipulated in document 34 C/4. Such monitoring is carried out against the results-based "Priority Gender Equality Action Plan for 2008-2013", established in 2009 through a participatory approach and in close collaboration with all sectors, field offices, institutes and other partners. In this context, capacity-building efforts will be undertaken, in particular, gender mainstreaming training, which the Director-General has made mandatory for all staff.

09303 Following the integration of the Office of Foresight into BSP, the Bureau is also responsible for designing and integrating foresight and anticipation dimensions pertaining to UNESCO's fields of competence into strategic planning and to promote an intersectoral approach in that regard. BSP serves as lead for the intersectoral platform established in response to the resolution by the General Conference on anticipation and foresight, and will implement a number of initiatives emanating therefrom, including editions of the UNESCO Future Forum.

09304 BSP further serves as the Organization's focal point for promoting and monitoring programme activities pertaining to youth and least developed countries (LDCs), the latter in the context of the action of the United Nations system for the further implementation of the Programme of Action for LDCs during the period 2007-2010.

09305 In addition to these responsibilities, BSP defines and refines strategic approaches, provides guidance and overall coordination for the implementation of intersectoral platforms and coordinates activities relating to specific overarching and strategic themes, such as the dialogue among civilizations, cultures and peoples or the preparation of a draft integrated strategy for category 2 centres and institutes. It also develops approaches for other policy and strategic issues addressed by the College of ADGs and dedicated task forces established by the Director-General.

09306 BSP also leads and coordinates UNESCO's participation in and contribution to United Nations system inter-agency activities, in particular concerning global programme issues and the promotion of gender equality in programming, as well as in the framework of the "Delivering as One" United Nations reform approach globally, regionally and at the country level. It will provide guidance, training and backstopping to the Secretariat units on common country programming exercises (CCA, UNDAF, "Delivering as One" programmes, PRS, SWAp, JAS) and will undertake related capacity-training for Headquarters and field staff. BSP also provides support to field offices in the preparation of UNESCO Country Programming Documents (UCPDs). BSP is representing UNESCO in the programme-related activities and discussions of the Chief Executives Board for Coordination (CEB), especially in the context of its High-Level Committee on Programmes (HLCP) and of the United Nations Development Group (UNDG) as well as their subsidiary bodies, including the ADG/ASG-level UNDG Advisory Group and the activities of Regional Director Teams (RDTs), and other ad hoc inter-agency groups. BSP is further entrusted with

the task of ensuring the integration of all the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs) and other pertinent provisions of the United Nations Millennium Declaration and the 2005 World Summit Outcome document into UNESCO's programme activities as well as of managing the Organization's response to United Nations General Assembly resolution 62/208 on the 2007 Triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system. BSP is also charged with promoting the implementation of the Memorandum of Understanding (MoU) on a strategic partnership between UNDP and UNESCO and preparing strategic partnership MoUs with other United Nations system organizations, such as UNEP or UNFPA.

09307 BSP is also responsible for managing, jointly with BB and in collaboration with ADM/DIT, UNESCO's central programme management system (SISTER 2) and for making recommendations on change to and development of this tool to reinforce RBM practices. BSP further develops and conducts complementary staff training programmes in RBM, and especially results formulation, in order to build or strengthen the capacity of staff in results-based programming, management, monitoring and reporting.

09308 BSP is further entrusted with the responsibility for consulting with relevant United Nations agencies, National Commissions, and civil society organizations on their progress achieved in implementing the Programme of Action on a Culture of Peace during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), for which UNESCO has been designated by the United Nations General Assembly as lead agency, submitting this global progress report to the United Nations General Assembly, and organizing an event to mark the end of the Decade.

09309 BSP has been assigned the task of following up on the dissemination of the second UNESCO World Report and to initiate preparations for the next edition of the World Report.

09310

Expected results at the end of the biennium

- Programming, monitoring and reporting functions carried out in line with UNESCO's results-based and risk management approaches, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, actions and results identified in the Priority Gender Equality Action Plan as well as with the Director-General's directives;
- Gender equality and women's empowerment promoted in all UNESCO programmes through gender mainstreaming and gender-specific initiatives as defined in the Priority Gender Equality Action Plan, and requisite staff capacities built;
- The Organization's activities in the area of anticipation and foresight managed in an intersectoral manner, especially through the intersectoral platform, and foresight dimensions integrated into strategic planning;
- Complementary additional programme of extrabudgetary activities assessed as to its programmatic coherence with the regular programme and budget;
- Statutory reports on programme execution prepared;
- Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes and strategic needs (e.g. dialogue among civilizations and cultures);
- UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened at the country, regional and global levels, including through the administration of the pooled portion of the 2% programme resources;

- Final report on the implementation of the Programme of Action on a Culture of Peace during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) prepared and an event marking the conclusion of the Decade organized;
- Analytical assessment provided on progress achieved, challenges faced and lessons learned in assisting the least developed countries in implementing the United Nations Plan of Action for the further implementation of the Programme of Action for the least developed countries during the period 2007-2010.

Chapter 4 – Budget planning and management

Unit responsible: Bureau of the Budget (BB)

09400 General Conference resolution 35 C/Res.70(IV) for Budget planning and management

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action in order to:

      (i) prepare the Organization's biennial Programme and Budget (36 C/5) on the basis of the principles of transparency, efficiency and rationalization, through a results-based planning and programming process in line with the guidance provided by the governing bodies and the Director-General's directives;

      (ii) analyse work plans from all Secretariat units to ensure conformity with the decisions of the General Conference and the Executive Board concerning document 35 C/5;

      (iii) administer and monitor the execution of the budget and extrabudgetary resources for the period 2010-2011, and report thereon, on a regular basis;

      (iv) initiate and pursue measures to ensure the most effective use of the budget resources made available to the Organization, with a particular emphasis on travel and contractual services;

      (v) provide backstopping for the implementation of intersectoral platforms;

      (vi) provide training on budget management issues, irrespective of the source of funding, including risk management and internal control issues, with a focus on the cost-recovery policy (CRP), and the alignment of extrabudgetary resources (the complementary additional programme) with the regular programme;

      (vii) serve as the Secretariat focal point for United Nations inter-agency discussions on budgetary issues;

      (viii) facilitate the harmonization of business practices within the United Nations system;

      (ix) implement the cost-recovery policy;

(x) provide advice to staff in programme sectors, bureaux and institutes at Headquarters and in field offices, on budget planning, negotiation and reporting as regards extrabudgetary projects;

(xi) manage the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER 2) jointly with the Bureau of Strategic Planning (BSP) and in collaboration with the Division of Information Systems and Telecommunications (ADM/DIT) and continuously enhance it to reflect good results-based management (RBM) practices and the evolution of business needs;

(xii) participate in the development and refinement of administrative, managerial and information technology tools and policies (e.g. the System To Enhance Personnel Services (STEPS), Finance and Budget System (FABS) and International Public Sector Accounting Standards (IPSAS));

(b) to allocate for this purpose an amount of $507,700 for activity costs and $4,332,200 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization

(2) Programme and Budget for 2010-2011 (35 C/5) administered and monitored in accordance with the cost-effective use of budgetary resources, especially with regard to expenditure on travel and contractual services

(3) Budget information (regular programme and extrabudgetary funds) analysed and reported regularly to appropriate governing and oversight bodies

(4) Financial and budgetary guidance provided on all matters and projects having a budgetary impact on the Organization, with particular emphasis on the implementation of the Organization's cost-recovery policy and its harmonization with the cost-recovery policies of other United Nations system organizations

(5) Training on budget management issues (including risk management, internal control and cost-recovery policy) ensured for Secretariat staff

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

09401 The Bureau of the Budget (BB) is the focal point for all budgetary issues concerning the Organization. In this context the Bureau provides advice to the Director-General and acts as liaison to the various programme sectors, bureaux, offices and institutes, as well as with Member States and other outside bodies, as appropriate.

09402 The Bureau of the Budget is a programme-related service reporting directly to the Director-General.

09403 Many of the functions of the Bureau are of an ongoing and continuing nature, and include:

- overall responsibility, carried out jointly with the Bureau of Strategic Planning (BSP), for the preparation of the Programme and Budget of the Organization (C/5), in consultation with the programme sectors/bureaux/offices concerned;
- analysis and evaluation of work plans, and follow-on review of budgetary implementation to ensure that budget expenditure is in line with the work plans approved by the Director-General;
- monitoring and reporting on the budgetary execution of programme activities, whether financed from the regular programme or extrabudgetary resources;
- overall management of the budget of the Organization, with a centralized management of resources for staff expenditure;
- contributing to and implementing the Organization's internal control and risk management frameworks;
- co-management with BSP (and in cooperation with ADM/DIT) of the implementation of SISTER 2, with particular responsibility for the oversight of codification/retrieval of budgetary data from FABS;
- preparation of analytical documents for the governing bodies and internal management needs;

- Participation in all internal Secretariat groups and in relevant inter-agency committees, such as the High-level Committee on Management (HLCM) of the Chief Executives Board (CEB), whose deliberations have a financial implication for the budget of the Organization.

09404 ## Expected results at the end of the biennium

- Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- Programme and Budget for 2010-2011 (35 C/5) administered and monitored in accordance with the cost-effective use of budgetary resources, especially with regard to expenditure on travel and contractual services;
- Budget information (regular programme and extrabudgetary funds) analysed and reported regularly to appropriate governing and oversight bodies;
- Financial and budgetary guidance provided on all matters and projects having a budgetary impact on the Organization, with particular emphasis on the implementation of the Organization's cost-recovery policy and its harmonization with the cost-recovery policies of other United Nations system organizations;
- Training on budget management issues (including risk management, internal control and cost-recovery policy) ensured for Secretariat staff.

II.C – Participation Programme and Fellowships

Part II.C – 1

		Regular Budget			
		Activities	Staff	**35 C/5 Approved**	Extrabudgetary Resources[1]
		$	$	$	$
Chapter 1	**Participation Programme**[2]	19 050 000	930 200	**19 980 200**	–
Chapter 2	**Fellowships Programme**	1 165 500	695 500	**1 861 000**	3 424 900
	Total, Part II.C	**20 215 500**	**1 625 700**	**21 841 200**	**3 424 900**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.
(2) Includes the integration of staff and operating budget for the Participation Programme.

Part II.C – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE			
Participation Programme and Fellowships	**35 C/5 Approved**		
	ADG/D/P/NPO	GS/L	Total
Participation Programme			
Regular Budget (RP) Headquarters	1	5	6
Fellowships Programme			
RP Headquarters	–	5	5
Other funding sources	2	–	2
TOTAL Part II.C			
Total, Regular Budget Headquarters	1	10	11
Total, Regular Budget	**1**	**10**	**11**
Total, Other funding sources	2	–	2
GRAND TOTAL	**3**	**10**	**13**

Other funding sources: Includes posts financed from Programme Support Cost income and/or other Self-Financing Funds.

Items of Expenditure			Regular Budget			Extrabudgetary Resources[1]
			Activities	Staff	**Total**	
			$	$	**$**	$
Chapter 1	**Participation Programme**					
	I.	Staff (established posts)		930 200	930 200	–
	II.	Other costs:				
		Temporary assistance	10 000		10 000	–
		Staff travel on official business	13 000		13 000	–
		Contractual services	9 000		9 000	–
		General operating expenses	9 800		9 800	–
		Supplies and materials	2 500		2 500	–
		Furniture and equipment	5 700		5 700	–
		Financial contributions	19 000 000		19 000 000	–
		Total, Chapter 1	**19 050 000**	**930 200**	**19 980 200**	–
Chapter 2	**Fellowships Programme**					
	I.	Staff (established posts)		695 500	695 500	638 400
	II.	Other costs:				2 786 500
		Staff travel on official business	6 500		6 500	–
		Contractual services	5 500		5 500	–
		General operating expenses	33 700		33 700	–
		Supplies and materials	5 000		5 000	–
		Furniture and equipment	9 700		9 700	–
		Fellowships and study grants	1 105 100		1 105 100	–
		Total, Chapter 2	**1 165 500**	**695 500**	**1 861 000**	**3 424 900**
		Total, Part II.C	**20 215 500**	**1 625 700**	**21 841 200**	**3 424 900**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Chapter 1 – Participation Programme

Unit responsible: Sector for External Relations and Cooperation (ERC)

10100 General Conference resolution 35 C/Res.67 for the Participation Programme

The General Conference

I

1. *Authorizes* the Director-General:

   (a) to implement the Programme of Participation in the activities of Member States, in accordance with the following principles and conditions;

   (b) to allocate for this purpose an amount of $19,000,000 for direct programme costs;

   (c) to further allocate for this purpose an amount of $50,000 for operating costs and an amount of $930,200 for staff costs.

A. Principles

1. The Participation Programme is one of the means employed by the Organization to achieve its objectives, through participation in activities carried out by Member States or Associate Members, or by territories, organizations or institutions, in its fields of competence. This participation is designed to strengthen the partnership between UNESCO and its Member States and make that partnership more effective through a sharing of contributions.

2. Under the Participation Programme, priority will be given to proposals for the benefit of least developed countries (LDCs), developing countries and countries in transition.

3. Requests shall be submitted to the Director-General by the Member States through the National Commissions for UNESCO or, where there is no National Commission, through a designated government channel.

4. The projects or action plans submitted by the Member States under the Participation Programme must relate to the activities of the Organization, in particular to the major programmes, interdisciplinary projects, the activities to benefit Africa, the least developed countries, youth and women, and to the activities of the National Commissions for UNESCO. In the selection of Participation Programme projects, due account will be taken of the priorities defined by the governing bodies for UNESCO's regular programme.

5. Each Member State may submit 10 requests or projects, which must be numbered in order of priority from 1 to 10. Requests or projects from national non-governmental organizations will be included in the quota submitted by each Member State.

6. The order of priority laid down by the Member State may only be changed by the National Commission itself and before the start of the evaluation process.

7. The international non-governmental organizations maintaining formal or operational relations with UNESCO, of which the list is established by the Executive Board, may submit up to two requests

under the Participation Programme for projects with subregional, regional or interregional impact, provided that their request is supported by at least the Member State where the project will be implemented and another Member State concerned by the request. In the absence of supporting letters, none of these requests may be considered.

8. The deadline for submission of requests has been set for 28 February 2010, except for requests for emergency assistance, which may be submitted at any time in the biennium.

9. The Secretariat shall advise Member States of the response by the Director-General to the requests within three months of the deadline of 28 February 2010.

10. *Beneficiaries*. Assistance under the Participation Programme may be accorded to:

    (a) Member States or Associate Members upon request through their National Commissions or, where there is no National Commission, through a designated government channel, to promote activities of a national character. For activities of a subregional or interregional character, requests are submitted by the National Commissions of the Member States or Associate Members on whose territory they take place; these requests must be supported by at least two other National Commissions of participating Member States or Associate Members. For activities of a regional character, requests are limited to three by region and must be submitted by one Member State or a group of Member States. These requests must be supported by at least three Member States (or Associate Members) concerned and will not come within the quota of 10 requests submitted by each Member State; they will be evaluated and screened by the Secretariat in accordance with the procedure established for the processing of requests submitted under the Participation Programme;

    (b) a non-self-governing or trust territory, upon the request of the National Commission of the Member State responsible for the conduct of the territory's external relations;

    (c) international non-governmental organizations maintaining formal or operational relations with UNESCO as defined in paragraph 7 above;

    (d) the Permanent Observer of Palestine to UNESCO, where the participation requested relates to activities in UNESCO's fields of competence in the Palestinian Autonomous Territories.

11. *Forms of assistance*. The applicant chooses the form of assistance, and may request either:

    (a) a financial contribution, or

    (b) implementation by UNESCO at Headquarters or in the field. In both cases, assistance may take the following forms:

        (i) the services of specialists and consultants, not including staff costs and administrative support;

        (ii) fellowships and study grants;

        (iii) publications, periodicals and documentation;

        (iv) equipment (other than vehicles);

        (v) conferences, meetings, seminars and training courses: translation and interpretation services, participants' travel costs, the services of consultants, and other services deemed necessary by all concerned (not including those of UNESCO staff members).

12. *Total amount of assistance*. Whichever of the above forms of assistance is requested, the total value of the assistance provided for each request shall not be in excess of $26,000 for a national project or activity, $35,000 for a subregional or interregional project or activity, and $46,000 for a regional project or activity. The financial provision made by the applicant must be sufficient to implement the activity satisfactorily. The activity must be executed and all funds disbursed in accordance with the Financial Regulations of the Organization. The expenditures must be made according to the distribution of the budget as approved by the Director-General and communicated to the Member State in the letter of approval.

13. *Approval of requests*. When deciding upon a request, the Director-General shall take into account:

    (a) the total amount approved by the General Conference for this Programme;

    (b) the assessment of the request made by the relevant Sector(s);

    (c) the recommendation of the Intersectoral Screening Committee chaired by the Assistant Director-General for External Relations and Cooperation and responsible for screening the Participation Programme requests, which are to be in conformity with the well-established criteria, procedures and priorities;

    (d) the contribution that such participation can effectively make to the attainment of Member States' objectives in UNESCO's fields of competence, and within the framework of the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5) approved by the General Conference, with which participation must be closely linked;

    (e) the need to establish an equitable balance in the distribution of funds, by giving priority to the needs of developing countries and countries in transition, as well as those of Africa, least developed countries (LDCs), women and youth, which need to be mainstreamed throughout all programmes;

    (f) the need to ensure that funding for each approved project is, as far as possible, allocated no later than 30 days before the date set for the start of the implementation of the project concerned, and in accordance with the conditions laid down in paragraph B.15(a).

14. *Implementation*:

    (a) The Participation Programme will be implemented within the biennial programme of the Organization, of which it forms an integral part. The implementation of the activities set out in a request is the responsibility of the Member State or other applicant. The request submitted to the Director-General must show specific scheduled commencement and termination dates for the implementation of projects, cost estimates (in United States dollars) and promised or expected funding from the Member States or private institutions.

    (b) The results of the Participation Programme will be made known with a view to the planning and implementation of the Organization's future activities. The activity reports and sexennial reports, submitted after completion of each project by Member States, will be used by the Secretariat to evaluate the Participation Programme's impact and results in Member States and its consistency with the objectives and priorities set by UNESCO. An evaluation by the Secretariat may also be undertaken while the project is being carried out; the list of beneficiaries submitting reports late will be transmitted to the governing bodies.

    (c) The use of UNESCO's name and logo for the activities approved under the Participation Programme, in accordance with the directives approved by the governing bodies, will give

this programme a higher profile when it is carried out at the national, subregional, regional or interregional levels, and the beneficiaries will report on the results recorded in this way.

B. Conditions

15. *Assistance under the Participation Programme* will be provided only if the applicant, when sending in the written requests to the Director-General, accepts the following conditions. The applicant shall:

    (a) assume full financial and administrative responsibility for implementing the plans and programmes for which participation is provided; in the case of a financial contribution, submit to the Director-General, at the close of the project, an itemized statement accounting for the activities executed (financial report in United States dollars) and certifying that the funds allocated have been used for the implementation of the project, and return to UNESCO any balance not used for project purposes. This financial report must be submitted by 30 April 2012 at the latest. It is understood that no new financial contribution will be paid until the applicant has submitted all the requisite financial reports or returned the contributions paid out. The financial reports shall be signed by the competent authority and certified by the Secretary-General of the National Commission. Also, given the need for proper accountability, all the additional supporting documents necessary shall be kept by the applicant for a period of five years after the end of the biennium concerned and provided to UNESCO or the auditor upon written request. In certain exceptional cases or in unavoidable circumstances, the Director-General may decide on the most appropriate way to handle requests, in particular through implementation by a field office concerned, provided that she duly informs the Executive Board;

    (b) undertake to provide on a compulsory basis, together with the financial report mentioned in subparagraph (a) above, a detailed activity report on the results of the projects financed and their usefulness for the Member State or States and UNESCO; in addition, a sexennial report on the impact of the Participation Programme shall be prepared by each beneficiary on a cycle aligned with the Medium-Term Strategy (C/4);

    (c) pay, where participation is accorded in the form of study grants, the cost of the grantholders' passports, visas, medical examinations and salaries while they are abroad, if they are in receipt of a salary; help them to find suitable employment when they return to their countries of origin in accordance with national regulations;

    (d) maintain and insure against all risks any property supplied by UNESCO, from the time of its arrival at the point of delivery;

    (e) undertake to cover UNESCO against any claim or liability resulting from the activities provided for in this resolution, except where it is agreed by UNESCO and the National Commission of the Member State concerned that such claim or liability arises from gross negligence or wilful misconduct;

    (f) grant to UNESCO, with regard to activities to be carried out in connection with the Participation Programme, the privileges and immunities set out in the 1947 Convention on the Privileges and Immunities of the Specialized Agencies.

C. Emergency assistance

16. *Criteria for according emergency assistance by UNESCO.*

    (a) Emergency assistance may be accorded by UNESCO when:

(i) there are insurmountable circumstances nationwide (earthquakes, storms, cyclones, hurricanes, tornadoes, typhoons, landslides, volcanic eruptions, fires, droughts, floods or wars, etc.), which have catastrophic consequences for the Member State in the fields of education, science, culture or communication and which it cannot overcome on its own;

(ii) multilateral emergency assistance efforts are being undertaken by the international community or the United Nations system;

(iii) the Member State requests UNESCO to provide emergency assistance, in accordance with (i) and (ii) above, in the fields of its competence, through its National Commission or an established government channel;

(iv) the Member State is prepared to accept the Organization's recommendations in the light of the present criteria.

(b) UNESCO emergency assistance should be restricted to the Organization's fields of competence and should only begin once the threat to life has been overcome and the physical priorities have been met (food, clothing, shelter and medical assistance); it shall also take account of the policy followed by the platform for countries in post-conflict and post-disaster situations.

(c) UNESCO emergency assistance should be concentrated on:

(i) assessing the situation and the basic requirements;

(ii) providing expertise and formulating recommendations on resolving the situation in its fields of competence;

(iii) helping to identify outside funding sources and extrabudgetary funds.

(d) Emergency assistance in cash or kind should be limited to the strict minimum and only provided in exceptional cases.

(e) No administrative support or personnel costs shall be financed through emergency assistance.

(f) The total budget for any emergency assistance project shall not exceed $50,000; it may be supplemented by extrabudgetary funds identified for this purpose or other sources of funding.

(g) Emergency assistance shall not be provided if the Member State's request may be met within the ordinary Participation Programme.

(h) Emergency assistance shall be provided in coordination with other United Nations agencies.

17. *Procedures to be followed when providing emergency assistance.*

(a) Faced with an emergency situation, a Member State, through its National Commission or the designated government channel, will identify, as appropriate, its needs and the type of assistance it requires from UNESCO, within UNESCO's fields of competence; a specific form will be available for the submission of this type of request.

(b) The Director-General shall then inform the Member State, through the National Commission or established channel, of her decision.

(c) When appropriate, and in agreement with the Member State, a technical assessment mission will be sent to appraise the situation and report to the Director-General.

(d) The Secretariat shall report to the Member State on the assistance and the amounts it envisages providing and the follow-up, if any, which could be considered; the total value of the assistance provided shall not be in excess of $50,000.

(e) In the case of goods or services to be supplied by UNESCO, there shall be no international competitive bidding if the situation requires urgent action.

(f) An evaluation report and, save in exceptional circumstances, a financial report, shall be submitted by the Member State after completion of the project.

II

2. *Invites* the Director-General:

(a) to communicate without delay, in order to enhance the presentation, follow-up and evaluation of the projects submitted under the Participation Programme, to the National Commissions for UNESCO or, where there is no National Commission, through the designated government channel, the reasons for modifying or denying the requested amounts;

(b) to inform the National Commissions, or where there is no National Commission, the designated government channel, of all projects and activities undertaken by international non-governmental organizations in their respective countries with support from the Participation Programme;

(c) to provide to the Executive Board at every autumn session a report containing the following information:

(i) a list of applications for contributions from the Participation Programme received in the Secretariat;

(ii) a list of the projects approved under the Participation Programme and those under emergency assistance, together with the amounts approved to finance them, and any other costs and support connected with them;

(iii) with regard to international non-governmental organizations, a list drawn up along the same lines as that provided for in (ii) above;

(d) to ensure that the percentage of the Participation Programme funds for emergency assistance, international non-governmental organizations and regional activities does not exceed 7%, 5% and 3% respectively of the allocated amount for the Participation Programme for a given biennium;

(e) to identify ways and means of strengthening the Participation Programme in the forthcoming biennium for the benefit of the least developed countries (LDCs), developing countries, post-conflict and post-disaster (PCPD) countries, small island developing States (SIDS) and countries in transition.

3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) Formulation, evaluation and follow-up of requests improved in such a way as to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5)

(2) Implementation of adjustable strategies to meet the special and urgent needs of some groups of countries with common characteristics improved

(3) Accountability mechanisms strengthened to improve programme execution, management, monitoring and the flow of information to Member States

(4) Improved evaluation of the reports on results of activities supported

(5) Image of the Organization and impact of its action enhanced.

10101 The Participation Programme provides direct complementary assistance for initiatives undertaken by Member States and Associate Members in the Organization's fields of competence, in line with the priorities that they determine. Such assistance under the Participation Programme is intended to promote national, subregional or interregional activities that fall within the strategic objectives and the biennial sectoral programme priorities of the Organization. It also strengthens partnership between the Organization and its Member States and between the Organization and international non-governmental organizations maintaining official relations with UNESCO.

10102 The Participation Programme and Fellowships Section, in close cooperation with the Bureau of the Comptroller (BOC), will continue efforts to obtain from the various beneficiaries of the programme – Member States, Associate Members and international non-governmental organizations – quality evaluation reports at the end of each project as well as record-keeping in order to ensure proper use of funds.

10103

Expected results at the end of the biennium

- Formulation, evaluation and follow-up of requests improved in such a way as to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5);
- Implementation of adjustable strategies to meet the special and urgent needs of some groups of countries with common characteristics improved;
- Accountability mechanisms strengthened to improve programme execution, management, monitoring and the flow of information to Member States;
- Improved evaluation of the reports on results of activities supported;
- Image of the Organization and impact of its action enhanced.

Chapter 2 – Fellowships Programme

Unit responsible: Sector for External Relations and Cooperation (ERC)

10200 General Conference resolution 35 C/68 for the Fellowships Programme

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action in order to:

      (i) contribute to the enhancement of human resources and national capacity-building in areas that are closely aligned to UNESCO's strategic objectives and programme priorities, through the award and administration of fellowships, study and travel grants;

      (ii) increase fellowships through co-sponsored arrangements with interested donors and extrabudgetary funding sources, either in cash or in kind;

      (iii) explore possibilities of strengthening the Fellowships Programme through partnerships with civil society and non-governmental organizations;

   (b) to allocate for this purpose an amount of $1,165,500 for activity costs and $695,500 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

   (1) National capacities enhanced in areas of UNESCO programme priorities

   (2) Fellowship beneficiaries empowered in programme priority areas through sharing of knowledge and upgrading of skills at the graduate and postgraduate levels

   (3) Thematic areas aligned to strategic programme objectives and biennial sectoral priorities

   (4) Fellowship opportunities increased through partnerships with Member States, civil society and non-governmental organizations

   (5) Fellowship policies, administration and procedures harmonized with those followed by the United Nations system

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

10201 UNESCO will continue following a double-pronged strategy for fellowships as a modality to enhance capacity-building and human resources development in Member States. In the framework of the Fellowships Programme, short-term fellowships will be awarded in fields of study closely aligned to UNESCO's priority programmes. Moreover, with a view to increasing the number of fellowship opportunities for developing countries and countries in transition, especially for least developed countries during the biennium, the Organization will adopt a proactive policy towards seeking and negotiating cost-sharing arrangements with interested donors under the Co-Sponsored Fellowships Programme. Efforts will be made to mobilize additional extrabudgetary resources through new partnerships with civil society, non-governmental organizations and the private sector. The Participation and Fellowships Programme Section will continue to administer fellowships, study and travel grants offered under regular programme and extrabudgetary activities. The Intersectoral Screening Committee, chaired by ADG/ERC, will ensure, when granting UNESCO fellowships, transparency, equitable geographical distribution and conformity with the strategic objectives and programme priorities as defined in documents 34 C/4 and 35 C/5. Cooperation with the United Nations system will continue with a view to harmonizing policies, criteria and payments in the administration of fellowships and information-sharing on best practices.

10202 ## Expected results at the end of the biennium

- National capacities enhanced in areas of UNESCO programme priorities;
- Fellowship beneficiaries empowered in programme priority areas through sharing of knowledge and upgrading of skills at graduate and postgraduate levels;
- Thematic areas aligned to strategic programme objectives and biennial sectoral priorities;
- Fellowship opportunities increased through partnerships with Member States, civil society and non-governmental organizations;
- Fellowship policies, administration and procedures harmonized with those followed by the United Nations system.

Part III – Support for Programme Execution and Administration

Part III – 1

			Regular Budget			
			Activities	Staff	**35 C/5 Approved**	Extrabudgetary Resources[1]
			$	$	$	$
A.	**External relation and cooperation**		3 076 700	14 590 300	**17 667 000**	5 945 600
B.	**Field management and coordination**		20 253 400	4 305 000	**24 558 400**	669 800
C.	**Human resources management**		16 018 500	16 715 700	**32 734 200**	500 000
D.	**Accounting, treasury management and financial control**		1 429 400	9 107 400	**10 536 800**	1 827 200
E.	**Administration**					
	Chapter 1	Administration coordination and support	218 600	3 168 000	**3 386 600**	197 000
	Chapter 2	Procurement	65 400	2 582 300	**2 647 700**	770 500
	Chapter 3	Information systems and telecommunications	6 201 100	14 908 700	**21 109 800**	2 872 300
	Chapter 4	Conferences, languages and documents	1 883 200	21 883 400	**23 766 600**	2 484 000
	Chapter 5	Common services, security, utilities and management of premises and equipment	10 899 400	17 044 300	**27 943 700**	4 645 000
	Chapter 6	Maintenance, conservation and renovation of Headquarters premises	19 073 400	–	**19 073 400**	–
		Total, Part III.E	**38 341 100**	**59 586 700**	**97 927 800**	**10 968 800**
		Total, Part III	**79 119 100**	**104 305 100**	**183 424 200**	**19 911 400**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Part III – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE			
Support for Programme Execution and Administration	**35 C/5 Approved**		
	ADG/D/P/NPO	GS/L	Total
External relations and cooperation			
Regular budget (RP) Headquarters	33	32	65
RP Field	3	–	3
Other funding sources	13	8	21
Field management and coordination			
RP Headquarters	11	8	19
Other funding sources	1	–	1
Human resources management			
RP Headquarters	37	50	87
Other funding sources	1	1	2
Accounting, treasury management and financial control			
RP Headquarters	24	19	43
Other funding sources	3	6	9
Administration			
RP Headquarters	102	243	345
Other funding sources	12	40	52
TOTAL Part III			
Total, Regular budget Headquarters	207	352	559
Total, Regular budget Field	3	–	3
Total, Regular budget	**210**	**352**	**562**
Total, Other funding sources	30	55	85
GRAND TOTAL	**240**	**407**	**647**

Other funding sources: Includes posts financed from Programme Support Costs income and/or other Self-Financing Funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources[1]
	Activities	Staff	**Total**	
	$	$	**$**	$
A. External relations and cooperation				
I. Staff (established posts)		14 590 300	14 590 300	5 625 900
II. Other costs:				319 700
Temporary assistance	291 300		291 300	–
Overtime	1 000		1 000	–
Participants (delegates) travel	680 000		680 000	–
Staff travel on official business	500 600		500 600	–
Contractual services	1 031 800		1 031 800	–
General operating expenses	300 000		300 000	–
Supplies and materials	71 200		71 200	–
Furniture and equipment	123 800		123 800	–
Other expenditure	77 000		77 000	–
Total, Part III.A	**3 076 700**	**14 590 300**	**17 667 000**	**5 945 600**
B. Field management and coordination				
1. Headquarters *(HQ)*				
I. Staff (established posts)		4 305 000	4 305 000	219 800
II. Other costs:				
Temporary assistance	25 000		25 000	–
Staff travel on official business	104 000		104 000	–
Contractual services	144 000		144 000	–
General operating expenses	60 000		60 000	–
Supplies and materials	20 000		20 000	–
Furniture and equipment	21 000		21 000	–
Other expenditure	14 200		14 200	
Total,Part III. B.1	**388 200**	**4 305 000**	**4 693 200**	**219 800**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Items of Expenditure		Regular Budget			Extrabudgetary Resources[1]
		Activities	Staff	**Total**	
		$	$	**$**	$
2.	**Field offices running costs**				
	Temporary assistance	4 221 600		4 221 600	–
	Staff travel on official business	1 560 800		1 560 800	–
	Contractual services	102 200		102 200	–
	General operating expenses	10 601 100		10 601 100	450 000
	Improvement of premises	84 300		84 300	–
	Supplies and materials	994 600		994 600	–
	Furniture and equipment	868 600		868 600	–
	Other expenditure	132 000		132 000	–
	Total, Part III.B.2	**18 565 200**		**18 565 200**	**450 000**
3.	**Sums administered by field management and coordination for reinforcement in field offices:**				
	UNESCO's participation in pilots for 'One UN' initiative	800 000		800 000	–
	Administrative support for post conflict and post disaster	500 000		500 000	–
	Total, Part III.B.3	**1 300 000**		**1 300 000**	–
	Total, Part III.B	**20 253 400**	**4 305 000**	**24 558 400**	**669 800**
C.	**Human resources management**				
I.	Staff (established posts)		16 715 700	16 715 700	500 000
II.	Other costs:				–
	Temporary assistance	191 300		191 300	–
	Overtime	3 800		3 800	–
	Participants(delegates) travel	9 400		9 400	–
	Staff travel on official business (ICSC, HLCM, etc.)	117 000		117 000	–
	Contractual services	283 000		283 000	–
	General operating expenses	88 100		88 100	–
	Supplies and materials	24 500		24 500	–
	Furniture and equipment	69 000		69 000	–
	Other expenditure	31 500		31 500	–
III.	Sums administered by the Bureau of Human Resources Management on behalf of the Organization as a whole:				
	Young Professionals Programme and recruitment activities	1 350 000		1 350 000	–
	Training Budget	4 760 000		4 760 000	–
	Contribution to MBF for Associate Participants and administrative costs	6 114 800		6 114 800	–
	Staff Compensation Plan	129 600		129 600	–
	Pension Fund Travel (UNJSPF)	25 800		25 800	–
	Inter-Agency Games (Contribution for staff member's travel)	16 100		16 100	–
	Contribution to Staff associations	72 400		72 400	–
	Contribution to Association of Retired Staff Members (AAFU)	30 000		30 000	–
	JCU (Children's club and Day Nursery)	270 000		270 000	–
	MBF claims processing	2 300 000		2 300 000	–
	STEPS	100 000		100 000	–
	UNESCO Chorus	32 200		32 200	–
	Total, Part III.C	**16 018 500**	**16 715 700**	**32 734 200**	**500 000**
D.	**Accounting, treasury management and financial control**				
I.	Staff (established posts)		9 107 400	9 107 400	1 827 200
II.	Other costs:				–
	Temporary assistance	19 100		19 100	–
	Staff travel on official business	76 400		76 400	–
	Contractual services	47 600		47 600	–
	General operating expenses	31 300		31 300	–
III.	Sums administered by the Bureau of the Comptroller on behalf of the Organization as a whole:				
	Insurance premiums	875 000		875 000	–
	IPSAS	150 000		150 000	–
	Amortization of the UNESCO International Bureau of Education (IBE) building loan	230 000		230 000	–
	Total, Part III.D	**1 429 400**	**9 107 400**	**10 536 800**	**1 827 200**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Items of Expenditure			Regular Budget			Extrabudgetary Resources[1]
			Activities	Staff	**Total**	
			$	$	**$**	$
E. Administration						
Chapter 1	**Administrative coordination and support**					
	I.	Staff (established posts)		3 168 000	3 168 000	197 000
	II.	Other costs:				–
		Temporary assistance	9 900		9 900	–
		Staff travel on official business	14 300		14 300	–
		Contractual services	24 000		24 000	–
		General operating expenses	24 000		24 000	–
		Supplies and materials	9 900		9 900	–
		Furniture and equipment	7 900		7 900	–
		Appeals Board	128 600		128 600	–
		Total, Chapter 1	**218 600**	**3 168 000**	**3 386 600**	**197 000**
Chapter 2	**Procurement**					
	I.	Staff (established posts)		2 582 300	2 582 300	770 500
	II.	Other costs:				
		Temporary assistance	18 500		18 500	–
		Staff travel on official business	14 000		14 000	–
		Contractual services	1 000		1 000	–
		General operating expenses	18 500		18 500	–
		Supplies and materials	4 000		4 000	–
		Furniture and equipment	9 400		9 400	–
		Total, Chapter 2	**65 400**	**2 582 300**	**2 647 700**	**770 500**
Chapter 3	**Information systems and telecommunications**					
	I.	Staff (established posts)		14 908 700	14 908 700	2 872 300
	II.	Other costs:				
		Temporary assistance	344 800		344 800	–
		Participants (delegates) travel	54 200		54 200	–
		Staff travel on official business	147 800		147 800	–
		Contractual services	504 700		504 700	–
		General operating expenses	1 710 100		1 710 100	–
		Supplies and materials	394 100		394 100	–
		Furniture and equipment	961 400		961 400	–
		Provisions for SISTER	689 600		689 600	–
		Provision for FABS	1 394 400		1 394 400	–
		Total , Chapter 3	**6 201 100**	**14 908 700**	**21 109 800**	**2 872 300**
Chapter 4	**Conferences, languages and documents**					
	I.	Staff (established posts)		21 883 400	21 883 400	1 484 000
	II.	Other costs:				1 000 000
		Temporary assistance	523 000		523 000	–
		Staff travel on official business	13 000		13 000	–
		General operating expenses	1 002 400		1 002 400	–
		Supplies and materials	49 200		49 200	–
		Furniture and equipment	295 600		295 600	–
		Total , Chapter 4	**1 883 200**	**21 883 400**	**23 766 600**	**2 484 000**
Chapter 5	**Common services, security, utilities and management of premises and equipment**					
	I.	Staff (established posts)		17 044 300	17 044 300	4 600 000
	II.	Other costs:				45 000
		Temporary assistance	194 500		194 500	–
		Overtime and night differential	659 900		659 900	–
		Staff travel on official business	17 400		17 400	–
		General operating expenses	51 200		51 200	–
		Furniture and equipment	86 800		86 800	–

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Items of Expenditure		Regular Budget			Extrabudgetary Resources[1]
		Activities	Staff	**Total**	
		$	$	**$**	$
III.	Sums administered by the Headquarters Division on behalf of the Organization as a whole:				
	Equipment and Materials	171 000		171 000	–
	Electricity	1 350 000		1 350 000	–
	Heating	1 500 000		1 500 000	–
	Water and compressed air	445 400		445 400	–
	Taxes (sweeping and collection of refuse)	509 000		509 000	–
	Maintenance contracts (including cleaning and hygiene) and other charges	3 083 300		3 083 300	–
	Expedition charges	542 100		542 100	–
	Headquarters Security	2 288 800		2 288 800	–
	Total , Chapter 5	**10 899 400**	**17 044 300**	**27 943 700**	**4 645 000**
Chapter 6	**Maintenance, conservation and renovation of Headquarters premises**				
I.	Other costs:				
	Maintenance, conservation and renovation of buildings and infrastructures	5 289 400		5 289 400	–
	Amortization of renovation plan loan	13 784 000		13 784 000	–
	Total , Chapter 6	**19 073 400**		**19 073 400**	–
	Total, Part III.E	**38 341 100**	**59 586 700**	**97 927 800**	**10 968 800**
	Total, Part III	**79 119 100**	**104 305 100**	**183 424 200**	**19 911 400**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

III.A – External relations and cooperation

Unit responsible: Sector for External Relations and Cooperation (ERC)

11000 General Conference resolution 35 C/Res.77 for External relations and cooperation

The General Conference

1. *Authorizes* the Director-General:

   A. to implement the plan of action in order to:

      (a) strengthen relations with Member States and Associate Members and promote the universality of the Organization by:

         (i) cooperating closely with Permanent Delegations to UNESCO and the established groups of Member States at UNESCO;

         (ii) preparing official visits and Memoranda of Understanding;

         (iii) prioritizing the main issues for UNESCO's action based on the priorities of Member States and Associate Members;

         (iv) holding regular general or thematic information meetings with Permanent Delegates and/or established groups of Member States;

         (v) updating the website database of country profiles;

      (b) enhance the role and capacity of National Commissions for UNESCO by:

         (i) involving National Commissions in the elaboration, execution and evaluation of the Organization's programmes;

         (ii) developing bilateral, subregional, regional and interregional cooperation among National Commissions;

         (iii) strengthening their operational capacities, particularly through training;

         (iv) promoting the partnerships of National Commissions with civil society representatives;

         (v) consolidating interaction with the UNESCO field offices and United Nations country teams in the framework of the "Delivering as One" reform;

         (vi) involving National Commissions in mobilizing new extrabudgetary resources;

      (c) clearly articulate the profile and the core competences of UNESCO within the United Nations system, and reinforce cooperation with other intergovernmental, including regional and subregional, organizations, particularly through the signing of formal agreements, preparing

and implementing joint projects, research, seminars and conferences, promoting the role and contribution of UNESCO in inter-agency cooperation mechanisms and monitoring, and analysing and advising Secretariat units on relevant developments;

(d) develop a "culture of partnerships" with civil society and with new partners by, *inter alia*:

(i) encouraging NGOs, particularly from non-represented regions and countries, to seek an official relationship with UNESCO, and encouraging NGOs maintaining an official relationship with UNESCO to increase involvement with the Organization;

(ii) improving the statutory framework for UNESCO-NGO cooperation, and further developing existing collective mechanisms for cooperation;

(iii) broadening support for UNESCO's ideals in Member States through close cooperation with parliamentarians and parliamentary institutions at the national, subregional, regional and interregional levels;

(iv) encouraging UNESCO Clubs, Centres, Associations and networks, as well as local and municipal authorities, to contribute to the promotion of UNESCO's objectives;

(e) enhance and mobilize extrabudgetary resources in support of programme priorities in further pursuance of the Action Plan for improved management of extrabudgetary funds, including the Complementary Additional Programme, with special emphasis on:

(i) strengthening cooperation with actual and potential bilateral, multilateral and private funding sources under an overall strategic plan for a greater mobilization of extrabudgetary resources;

(ii) improved programming aligned on the major priorities of the regular programme laid down by the governing bodies, and an optimal rate of implementation of activities;

(iii) improving UNESCO's tools and procedures for the regular monitoring of extrabudgetary activities;

B. to allocate for this purpose an amount of $3,076,700 for activity costs and $14,590,300 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

(1) Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO

(2) Acquisition of a good database on cooperation with Member States

(3) Effective contribution of National Commissions to the preparation, implementation and evaluation of UNESCO's programmes secured

(4) Cooperation between National Commissions and UNESCO field offices strengthened within the framework of the decentralization strategy and the United Nations reform arrangements

(5) Profile and core competences of UNESCO clearly articulated in various fora of the United Nations system and contribution to United Nations system mechanisms ensured

(6) Information and analyses of relevant issues connected with the United Nations system and the ongoing reform regularly disseminated within the Secretariat

(7) Substantive input by UNESCO to United Nations documents and reports and to other intergovernmental meetings coordinated

(8) Cooperation between intergovernmental organizations and UNESCO and the monitoring of cooperation agreements strengthened

(9) Joint projects, research, seminars and conferences of UNESCO and international intergovernmental organizations prepared and implemented

(10) UNESCO-NGO cooperation framework rationalized and expanded

(11) Triangular partnership at the country level between UNESCO, NGOs and National Commissions strengthened

(12) Broader support base for UNESCO created as a result of cooperation with UNESCO Clubs, Centres and Associations as well as municipal and local authorities

(13) Support from parliamentarians and civil society for UNESCO's action and dissemination of its message secured

(14) Volume of extrabudgetary resources increased with a more diversified resource base

(15) Resource mobilization strategic plan implemented involving regular, participatory consultations with actual and potential funding sources

(16) Additional programme of extrabudgetary resources, complementary to the regular programme and budget, coordinated and disseminated among potential donors

(17) Staff capacities for effective programming and implementation of extrabudgetary activities improved

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

11001 UNESCO will continue to realize its priorities and goals by building close relations with its Member States, Associate Members, observers and territories; through partnership and engagement with the United Nations, its specialized agencies, programmes, funds and organs; and through collaboration with other international, intergovernmental, and non-governmental agencies and organizations. UNESCO will develop and expand these relations to secure the universal membership of the Organization and to realize effective international cooperation in all its fields of competence. UNESCO will work to develop a genuine "culture of partnership", involving civil society actors, to enhance the impact of its programme activities at the country level and to disseminate its ideals as widely as possible.

11002 Extrabudgetary resources will be important to complement the regular budget in order to reach the strategic programme objectives and the established sectoral priorities. UNESCO will improve the management of its contributions on the basis of the approved extrabudgetary resources mobilization strategic plan, including the preparation of a complementary additional programme of extrabudgetary resources.

11003 Throughout the biennium, UNESCO will make a proactive contribution to United Nations system activities and mechanisms, in particular within the framework of the United Nations reform, as well as to inter-agency cooperation.

11004 The Sector for External Relations and Cooperation will be headed by the Assistant Director-General, who is responsible for coordinating these efforts and will be assisted by an Executive Office responsible for the Sector's coordination, liaison, evaluation, administration, communication and information.

Following are the biennial priorities and strategic objectives of the ERC Sector:

1. Strengthening relations with Member States

11005 UNESCO will seek to enhance its cooperation with Member States and Associate Members including Permanent Delegations and National Commissions. It will provide a full range of services to Member States and their Permanent Delegates in terms of access to UNESCO, from routine correspondence to larger impact activities, such as the follow-up to official visits and Memoranda of Understanding, while responding to priorities of Member States. One of the more recent challenges has been to integrate the work of National Commissions into UNESCO's knowledge base, thereby contributing to in-country activities and enhancing cooperation. This is an ongoing effort and involves the provision of up-to-date and real-time information on activities, often innovative in nature, of the 195 National Commissions. This will enable the National Commissions to share their experiences with one another, while allowing UNESCO to utilize them as an integral part of its programming.

1.1 Relations with Member States

11006 The development of relations with Member States, Associate Members, observers and territories remains the Sector's core task and is central to its action. The Sector will support and encourage non-Member States to join the Organization so as to ensure the greatest possible degree of universality. Close cooperation will be pursued with the Permanent Delegates and with the established groups of Member States at UNESCO. Bilateral meetings and general information consultations with Permanent Delegations will be held on a regular basis on major issues and themes relating to the Organization's programmes and activities.

11007 Certain groups of countries at the subregional and regional levels having special needs (e.g. LDCs, PCPD, SIDS) will receive particular attention. In close cooperation with the programme sectors, concerned Member States and other institutions, the Sector will develop approaches to meet the urgent needs of these countries, including through extrabudgetary resources. The Sector will contribute to the preparation and follow-up of meetings and missions of the Director-General, in conjunction with other sectors, the Africa Department, field offices, Permanent Delegations and National Commissions.

11008 The Internet-based analyses, information and data on cooperation with each Member State will be updated regularly, thereby providing rapid responses to information needs.

11009 **Expected results at the end of the biennium**

- Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO
- Acquisition of a good database on cooperation with Member States

1.2 Enhancing the role and capacity of National Commissions

11010 As constitutional partners of UNESCO forming a unique network within the United Nations system, the National Commissions for UNESCO actively contribute to the pursuit of UNESCO's objectives and the conceptualization, implementation and delivery of its programmes at the regional, subregional and country levels. UNESCO will continue to enhance its long-standing cooperation with them, taking into consideration the special circumstances of United Nations-wide reform.

11011 Acting as bodies for liaison, advice, information and programme implementation, the National Commissions serve and assist both the Member States and UNESCO in promoting numerous programmes, and in increasing the visibility of the Organization's activities.

11012 Assistance will be provided to National Commissions with a view to building capacities, strengthening interfaces and cooperation with the UNESCO field network and United Nations country teams, engaging in advocacy on behalf of UNESCO and through public information activities, forming partnerships with NGOs, other civil society actors and the private sector and mobilizing resources.

(a) Conceptualization and implementation of programmes at regional and subregional levels

11013 National Commissions' participation in the C/4 and the C/5 consultative preparatory process will be continued. Regional consultations on the preparation of the Draft Programme and Budget for 2012-2013 (36 C/5) as well as quadrennial conferences (in Africa and the Arab region), statutory in character, will be organized concurrently in 2010. Emphasis will be placed on the inputs that National Commissions and other stakeholders, including intellectual communities and civil society representatives, can bring to the reflection on UNESCO's action and priorities and on strengthening networking of and cooperation among National Commissions at regional and subregional levels.

(b) Capacity-building

11014 The basic competences and operational capacities of National Commissions will be strengthened through a biennial interregional information seminar for newly appointed Secretaries-General as well as subregional and regional training workshops for other staff of National Commissions. Discussion topics will be chosen according to the needs and training methods and will be adapted to promote exchanges of experience and sharing of good practices. Some capacity-building resources are available for National Commissions in need through the Participation Programme for information and communication technology equipment and for staff training support. Building capacity for the implementation of national policies in UNESCO's fields of competence will be encouraged and supported, whenever possible.

11015 Lastly, the communication tools and services such as the online portal and the database on National Commissions will be continuously improved and updated.

11016

Expected results at the end of the biennium

- Effective contribution of National Commissions to the preparation, implementation and evaluation of UNESCO's programmes secured
- Cooperation between National Commissions and UNESCO field offices strengthened within the framework of the decentralization strategy and the United Nations reform arrangements

2. Relations with international organizations and partnerships

11017 UNESCO will work with the United Nations system organizations to advance and contribute to the ongoing United Nations reform process through intergovernmental mechanisms and inter-agency bodies, including the United Nations General Assembly; ECOSOC; and CEB, including through its new pillar, UNDG. It will engage in inter-agency cooperation as well as in relations with intergovernmental organizations with a view to achieving a better impact and visibility of UNESCO's action in Member States.

11018 UNESCO will focus on maintaining, strengthening and rationalizing existing relations with its partners among intergovernmental organizations, non-governmental organizations, foundations, networks of UNESCO Clubs and Centres, parliamentarians, civil society, on the one hand, and developing new partnerships to further enhance the impact of UNESCO, on the other hand.

2.1 Reaffirming the profile, presence and impact of UNESCO in the United Nations family and cooperation with other intergovernmental organizations

11019 Working in partnership with other United Nations system organizations will be crucial, particularly as the United Nations reform process is gathering momentum. UNESCO will accordingly continue to strengthen its inter-agency cooperation and coordination as well as its relations with other intergovernmental organizations.

11020 UNESCO will work with the United Nations system and its Member States to advance and implement the United Nations reform process through a variety of mechanisms and intergovernmental and inter-agency bodies, including the United Nations General Assembly; ECOSOC; as well as CEB and its new pillar, UNDG; the Inter-Agency Standing Committee (IASC); and the Executive Committee on Humanitarian Affairs (ECHA). UNESCO will need to reaffirm and increase its presence, both globally and in the field, its impact in these bodies through effective in-house information-sharing and coordination. It will also need to improve its contributions to documents and reports, be represented in meetings, and make optimal use of limited travel funds.

11021 The Sector will intensify its analysis of the United Nations reform process and identify policy implications and options in order to strengthen UNESCO's contribution to achieving country priorities.

11022 UNESCO will also aim to strengthen its cooperation with the other international governmental organizations through active participation in various intergovernmental and intersecretariat meetings. UNESCO will provide a certain level of support to groups of Member States at UNESCO (Commonwealth, International Organization of the Francophonie (IOF), Community of Portuguese Language Countries (CPLP), European Union, Group of 77 and NAM and for the implementation of joint activities.

11023

Expected results at the end of the biennium

- Profile and core competences of UNESCO clearly articulated in various fora of the United Nations system and contribution to United Nations system mechanisms ensured
- Information and analyses of relevant issues connected with the United Nations system and the ongoing reform regularly disseminated within the Secretariat
- Substantive input by UNESCO to United Nations documents and reports and to other intergovernmental meetings coordinated
- Cooperation between intergovernmental organizations and UNESCO and the monitoring of cooperation agreements strengthened
- Joint projects, research, seminars and conferences of UNESCO and international intergovernmental organizations prepared and implemented

2.2 Developing a culture of partnership with civil society

11024 UNESCO will strive to develop a genuine "culture of partnership" with civil society in implementing the Organization's objectives, programmes and projects. Non-governmental organizations (NGOs), notably those at the grass-roots level, as well as foundations and institutions, will be encouraged to increase their involvement with the Organization in order to build productive inter-partner synergies. UNESCO will also develop capacity-building networks at local and national levels with the aim of promoting and strengthening tripartite partnerships with field offices and National Commissions for UNESCO.

11025 The Organization will strive to strengthen and expand cooperation with NGOs and to improve further the existing statutory framework and the procedures governing cooperation with NGOs; pursue the awareness-raising and training effort at Headquarters, in the field and in respect to the National Commissions by means of relevant tools; develop existing collective cooperation mechanisms; promote collective consultations; ensure wider geographic representation and encourage NGO participation in international conferences organized by UNESCO.

11026 UNESCO will reinforce the operational capacities of UNESCO Centres, Associations and Clubs, and support selected projects contributing to the Organization's strategic programme objectives. The work of UNESCO Clubs at national and local levels will be aligned with that of municipalities and elected representatives, so as to better establish mechanisms for cooperation at the local level. The cooperation between UNESCO Clubs and National Commissions will constitute an important aspect in the promotion of the UNESCO Clubs Movement. A revitalized World Federation of Centres, Associations and Clubs for UNESCO (WFUCA) will play a dynamic role in bringing to bear the contribution of UNESCO Clubs at the grass-roots level.

11027 Cooperation with parliamentarians will be pursued by engaging and sensitizing this strategic constituency to UNESCO's programme objectives and priorities. This cooperation will serve to broaden the visibility of UNESCO's action, notably its standard-setting action, in the legislative sphere and, in this way, expand the Organization's support base in Member States. National Commissions and field offices will be associated with this push for partnership with the parliamentary institutions that vote national budgets in areas of interest to UNESCO and ratify international conventions. Thus, UNESCO will seek to extend its network of parliamentary focal points and "Friends of UNESCO Leagues" and education fora (FAPED, FARPED, FASPPED). In this respect, UNESCO will also continue cooperation with the Inter-Parliamentary Union (IPU). Lastly, various publications focused on UNESCO-related issues will be jointly developed and disseminated with IPU.

11028 Municipal and local authorities have become important development actors and, as such, UNESCO will aim to strengthen its cooperation with these new partners at international, regional and national levels in agreement with the national authorities concerned. Accordingly, UNESCO will collaborate with international and regional structures representing the communities of cities and local governments, such as the "United Cities and Local Governments" (UCLG). Likewise, efforts will be made to compile a best-practices resource tool highlighting the contribution of local authorities to the achievement of UNESCO objectives at the municipal and local levels.

11029

Expected results at the end of the biennium

- UNESCO-NGO cooperation framework rationalized and expanded
- Triangular partnership at the country level between UNESCO, NGOs and National Commissions strengthened
- Broader support base for UNESCO created as a result of cooperation with UNESCO Clubs, Centres and Associations as well as municipal and local authorities
- Support from parliamentarians and civil society for UNESCO's action and dissemination of its message secured

3. Cooperation with extrabudgetary funding sources: Strengthening and diversifying extrabudgetary resources in support of programme priorities and implementation of the Action Plan for improved management of extrabudgetary activities

11030 UNESCO expects to continue to receive a major part of its financial resources from extrabudgetary contributions. In order for these contributions to reinforce the strategic programme objectives and the biennial sectoral priorities, projected extrabudgetary activities will be included in the complementary "additional programme for targeted/projected activities" as outlined in the Director-General's Action Plan for improved management of extrabudgetary activities, endorsed by the Executive Board at its 175th session. This complementary additional programme which was launched in the last biennium, will be adapted as necessary throughout the biennium to address emerging needs, notably those identified in countries in post-conflict and post-disaster situations. It will form the basis for the implementation of UNESCO's extrabudgetary resource mobilization strategic plan, under the overall coordination of the Sector for External Relations and Cooperation.

11031 In the above context, UNESCO's activities will also be guided by the implementation of the "Delivering as One" approach at the country level, and by the Paris Declaration on Aid Effectiveness (March 2005) and the recommendations of the Accra Agenda for Action Plan (September 2008). All imply the strengthening of partnerships between donor and beneficiary countries to ensure the predictability of aid flows, the development of country capacities to manage for results, as well as the need to move towards results-based approaches and an alignment of international development cooperation (captured in common country programming instruments, such as UNDAFs or PRSs) with national development strategies under the full ownership of the partner country in question. The programming of UNESCO's projected extrabudgetary activities, and the associated resource mobilization, will therefore increasingly reflect the policy advice, advocacy and capacity-building, and monitoring that UNESCO is providing for the Governments of the partner countries, as also evidenced in the preparation of a number of UNESCO Country Programming Documents (UCPDs).

11032 Beyond the reinforced strategies and modalities for programming of projected extrabudgetary activities, notably the complementary additional programme, and the associated resource mobilization, UNESCO will also continue to develop and upgrade tools for improved monitoring and implementation, especially through intranet based information services, training tools and the negotiation, development and dissemination of standard funding agreements and templates. Measures will be pursued, notably through training of UNESCO staff and interested National Commissions, to enhance UNESCO's delivery capacity of extrabudgetary projects with a view to rendering cooperation activities fully sustainable. Finally, the steps already taken during the previous biennia to ensure regular monitoring of extrabudgetary activities, both by senior management, through the Sector Alert Systems, and by the governing bodies, with a view to provide overall policy guidance, will be further pursued. The sectors will also administer the UNESCO Coupons Scheme.

3.1 Cooperation with bilateral Government funding sources

11033 UNESCO will continue to maintain and enhance cooperation with bilateral government donors which are likely to continue to be the bedrock of UNESCO's extrabudgetary support in all regions of the world, and particularly in Africa. In addition to measures to further strengthen UNESCO's relations with its major government funding sources, efforts will be pursued to increase the diversification of the funding base and to find new potential sources. Support to South-South cooperation activities will be encouraged, both through the facilitation of direct funding relations, and through triangular arrangements involving traditional funding sources. Innovative funding modalities, such as multi-donor multi-year funding arrangements with little or no earmarking in favour of large UNESCO programmes will be further explored, as will the potential for enhanced UNESCO involvement in debt-for-development swaps. On the basis of the new Resource Mobilization Strategic Plan, extensive consultations with donors, both by groups and individually, at Headquarters and in the field, will continue to form a major component in the above efforts. Finally, the modalities and potential added value of the national execution by UNESCO under the self-benefiting funds-in-trust arrangements with interested Member States will be further studied.

3.2. Cooperation with multilateral and private funding sources

11034 Specific efforts will be made to contribute to corporate initiatives which position UNESCO strongly and favourably within the broader United Nations family in both common planning programming processes and transition environments, and to facilitate UNESCO's participation in the various resource management modalities foreseen under joint United Nations programming, such as the Spain/UNDP MDG Achievement Fund (MDG-F) and Multi-Donor Trust Funds. The Sector will coordinate for UNESCO, together with the sectors, bureaux and offices concerned, the activities pertaining to the MDG-F. UNESCO will also participate actively in United Nations wide approaches and negotiations with the European Commission and development banks.

11035 Many of UNESCO's multilateral funding partners like the European Commission and the multilateral development banks are also important programme partners. Such partnerships extend beyond fundraising to the achievement of shared programme objectives for the benefit of common Member States. These partnerships will be strengthened through regular coordination meetings, upstream policy exchanges, joint advocacy and capacity-building, co-financing arrangements and joint programming and implementation.

11036 Given the increasing relevance of business and private philanthropic interests for the global development agenda, UNESCO will actively explore new and diverse partnerships with the private sector to mobilize resources, as well as knowledge, skills, visibility and outreach that will help the Organization strengthen the scope and impact of its programme, within the framework and spirit of the United Nations global compact guidelines. Finally, the Sector will monitor the new guidelines on implementing partners which receive funds from the Organization to carry out activities in its fields of competence and chair the intersectoral committee set up to screen and select such partners.

11037

Expected results at the end of the biennium

- Volume of extrabudgetary resources increased with a more diversified resource base
- Resource mobilization strategic plan implemented involving regular, participatory consultations with actual and potential funding sources
- Additional programme of extrabudgetary resources, complementary to the regular programme and budget, coordinated and disseminated among potential donors
- Staff capacities for effective programming and implementation of extrabudgetary activities improved

III.B – Field management and coordination

Unit responsible: Bureau of Field Coordination (BFC)

12000 General Conference resolution 35 C/Res.78 for Field management and coordination

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action in order to:

      (i) pursue the implementation of the decentralization strategy and its adaptation to the demands of United Nations system-wide coherence at the country level in line with any relevant resolution adopted by the General Conference at its 35th session, and to ensure increased accountability of field offices;

      (ii) take appropriate measures to provide administrative guidance to field offices and ensure targeted reinforcement of those involved in United Nations joint programming, including alternative arrangements in countries where UNESCO has non-resident status;

      (iii) monitor the overall performance of field offices through joint reviews with sectors and services concerned;

      (iv) manage, administer and monitor the implementation of field offices' operating expenditures, reinforce their managerial and administrative capacities, and coordinate their overall staffing;

      (v) act as central coordinating and monitoring entity for the safety and security of UNESCO personnel and premises in the field and manage the corresponding budget, and participate in the further development and enhancement of common field security policies and directives within the United Nations security management system;

      (vi) coordinate UNESCO's responses to post-conflict and post-disaster situations, and serve as focal point for corresponding inter-agency mechanisms;

      (vii) set up and backstop the relevant management and administrative infrastructures and mechanisms in support of UNESCO's responses to post-conflict and post-disaster situations, in close coordination with United Nations bodies at the country level;

   (b) to allocate for this purpose an amount of $388,200 for activity costs, $4,305,000 for staff costs at Headquarters, and $19,865,200 for field offices' operating costs;

2. *Requests* the Director-General to report to the governing bodies periodically, in the statutory reports, on the achievement of the following expected results:

(1) UNESCO's decentralization strategy implemented in line with any relevant resolution adopted by the General Conference at its 35th session

(2) Performance assessment of all directors and heads of field offices completed

(3) Operating budgets of field offices monitored and their management and administration improved

(4) Management and logistical capacity of field offices involved in United Nations country team joint programming strengthened

(5) Capacity and skills of field staff improved

(6) Websites of all field offices prepared in conjunction with the Bureau of Public Information (BPI)

(7) Acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments

(8) Abilities of UNESCO personnel enhanced and made sustainable regarding field security and safety matters

(9) Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured with effective logistical support

(10) In-house understanding of principles of and approaches to post-conflict and post-disaster situations increased, and information and lessons learnt on UNESCO's related operations shared

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

12001 The Bureau of Field Coordination (BFC) is the focal point for overall management and administration of field offices and provides advice to the Director-General and senior management on the implementation and evolving adaptation of the Organization's decentralization strategy to the changing demands of the United Nations reform at country level, notably within the setting of General Assembly resolution 62/208 (Triennial comprehensive policy review of operational activities for development of the United Nations system – TCPR). Corresponding action will be taken in line with the decision of the General Conference at its 35th session, following its consideration of the report by the Director-General on the review of UNESCO's decentralization strategy.

12002 BFC supervises the Directors and Heads of field offices who report to it on the use of operating and security costs as well as on overall office and human resources management. The network of field offices serves as a common platform for all programme sectors to which field office Directors and Heads are accountable. In addition, they have direct reporting lines to a number of central services. Within this structure, BFC, with relevant programme sectors and central services, will coordinate the performance assessment of Directors and Heads of field offices, through Performance Agreements defining biennial key expected results in all aspects of their functions (programme management, mobilization of partnerships and resources, budget and finance, people management, security, etc.) with corresponding performance indicators.

12003 BFC is responsible for apportioning operating costs among field offices and for monitoring expenditure and ensuring cost-efficiency, as well as for providing management and administrative support to field staff attached to it. Furthermore, BFC will advise senior management on overall staffing needs of field offices in order to ensure that there is an adequate level of and balance between substantive and support staff. BFC will also provide backstopping and assistance to field offices in the implementation of IOS audit recommendations and for strengthening administrative and managerial capacities, including through mentoring and tutoring schemes.

12004 BFC will provide targeted and timely reinforcement to enhance the management and logistical capacity of field offices involved in joint UNCT programming, notably in countries where the Organization has non-resident status and when alternative arrangements are required.

12005 BFC will cooperate with the relevant central services in: (i) further strengthening electronic networking facilities in field offices; (ii) assisting field offices to set up and update their website; (iii) the continued roll-out of corporate training programmes to provide all field staff with a common vision and understanding of UNESCO, and to improve capacities of management and administrative staff.

12006 In order to ensure enhanced security management, BFC acts as the central coordinating and monitoring entity for the safety and security of personnel and premises in the field and is responsible for overall compliance with established security policies and strategies. This function consists of, *inter alia*, ensuring field offices' implementation of instructions and guidelines emanating from the United Nations Department of Safety and Security (UNDSS); administration, management and monitoring of the field security budget; assistance and strategic advice on field security matters to field offices and to staff traveling on mission; and adequate access to and implementation of UNDSS and UNESCO field security training programmes. Within the United Nations Security Management System, BFC represents UNESCO in inter-agency mechanisms tasked with developing and enhancing common field security policies, directives and frameworks for risk assessment and management. The corresponding budget provisions are included in Part I.C and Part II.A of draft document 35 C/5.

12007 Finally, BFC coordinates UNESCO's response to post-conflict and post-disaster situations in all regions except Africa (which falls under the responsibility of the Africa Department) and serves as the secretariat for the Intersectoral Platform on Post-Conflict and Natural Disaster Situations (PCPD) and for other relevant task forces set up by the Director-General. It provides strategic focus to UNESCO's participation in the United Nations' integrated assistance to early recovery and reconstruction, including through OCHA Consolidated Appeals and Flash Appeals, United Nations/World Bank joint needs assessments, and other common programming and funding mechanisms, as well as to UNESCO's initiatives in reconciliation and peace-building. BFC acts as liaison with the relevant inter-agency mechanisms and facilitates the smooth flow of information and interactions between Headquarters and field offices concerned. It also provides administrative and management backstopping to UNESCO's operations in post-conflict and post-disaster situations and supports as necessary the rapid deployment of UNESCO's on-site presence to facilitate the Organization's immediate response. BFC is also tasked with knowledge management and the institutionalization of good practices from UNESCO's post-conflict and post-disaster operations, through the creation and maintenance of internal and public information tools.

12008

Expected results at the end of the biennium

- UNESCO's decentralization strategy implemented in line with any relevant resolution adopted by the General Conference at its 35th session
- Performance assessment of all directors and heads of field offices completed
- Operating budgets of field offices monitored and their management and administration improved
- Management and logistical capacity of field offices involved in United Nations country team joint programming strengthened
- Capacity and skills of field staff improved
- Websites of all field offices prepared in conjunction with the Bureau of Public Information (BPI)
- Acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments
- Abilities of UNESCO personnel enhanced and made sustainable regarding field security and safety matters
- Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured with effective logistical support
- In-house understanding of principles of and approaches to post-conflict and post-disaster situations increased, and information and lessons learnt on UNESCO's related operations shared

III.C – Human resources management

Unit responsible: Bureau for Human Resources Management (HRM)

13000 General Conference resolution 35 C/Res.79 for Human resources management

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action in order to:

      (i) assess the progress made in the implementation of the medium- and long-term staffing strategy (2005-2010) and develop a new medium- and long-term staffing strategy (2011-2016) to address the Organization's staffing needs in order to enhance delivery and effectiveness of UNESCO's work, ensuring that special attention is paid to the anticipated retirements over the next 10 years, especially at the senior levels of the Organization, and placing the right people in the right positions so as to deliver UNESCO's programmes in an effective and high-quality manner;

      (ii) ensure the implementation of UNESCO's geographical mobility policy so as to effectively support the decentralization strategy;

      (iii) implement the learning and development programme with particular focus on training required for the updating of skills in support of United Nations reform activities at the country level, and on career development for UNESCO staff;

      (iv) continue to ensure harmonization of policies and practices with other United Nations system organizations;

      (v) initiate the second phase of the human resources management information system (System To Enhance Personnel Services – STEPS);

   (b) to allocate for this purpose an amount of $16,018,500 for activity costs and $16,715,700 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

   (1) Medium- and long-term staffing strategy and expected results assessed and new medium- and long-term staffing strategy (2011-2016) developed and approved

   (2) More equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved

   (3) Integration of the human resources policy framework into the common United Nations framework enhanced

(4) Geographical mobility of international professional staff between Headquarters and field duty stations enhanced

(5) Second phase of the human resources management information system (System To Enhance Personnel Services – STEPS) initiated

(6) Learning and development programme implemented

(7) Ethics training implemented

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

13001 In 2010-2011, HRM will assess the implementation of the medium- and long-term staffing strategy (2005-2010), and develop a new staffing strategy (2011-2016), aligned on document 34 C/4. This new staffing strategy should effectively support the decentralization strategy, as approved, and the recommendations of the decentralization review. Its objectives are to ensure that UNESCO has the required staffing of the highest competence to ensure effective programme delivery and respond to the needs of Member States, within the C/5 and C/4 frameworks. Two key objectives of the strategy are the achievement of an equitable geographical distribution and a gender balance, especially at senior level. In 2010-2011, HRM will pursue the implementation of UNESCO's geographical mobility, to ensure that Member States are best served at country level, through an effective deployment of staff/competencies. An evaluation of the performance assessment policy and system in place since 2004 will be undertaken and modifications will be made as required with renewed focus on excellence.

13002 HRM will also continue to ensure harmonization with United Nations policies and practices for further integration into a common UN framework of business practices and to facilitate the "Delivering as One" approach at the country level.

13003 HRM will initiate the second phase of the Human Resources Management Information System (System to Enhance Personnel Services (STEPS)). In order to have in place a fully integrated human resources information management system, additional funds will however be required. Investing in staff through learning and development programmes will continue to be a main axis of action for HRM. Training activities will concentrate on the updating of technical skills and capabilities, with the objective of maintaining the highest level of competence and to support integration into the "Delivering as One" approach of the United Nations system at country level and the decentralization strategy of the Organization.

13004 Finally, HRM will work closely with the Ethics Officer in the implementation of the various initiatives including the ethics training.

13005

Expected results at the end of the biennium

Medium- and long-term staffing strategy and expected results assessed and new medium- and long-term staffing strategy (2011-2016) developed and approved

Performance indicators
■ Assessment of the 2005-2010 staffing strategy carried out
■ New 2011-2016 staffing strategy developed and approved
■ Effective succession planning implemented

More equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved

Performance indicators
■ Increased overall number of represented Member States
■ Increased number of normally represented Member States
■ Increased percentage of women at D and above levels, and mechanisms in place to support this objective

Integration of the human resources policy framework into the common United Nations framework enhanced

Performance indicators
■ Enhanced harmonization of policies and practices with United Nations system organizations

Geographical mobility of international professional staff between Headquarters and field duty stations enhanced

Performance indicators
■ Revised geographical mobility policy and strategies implemented
■ Higher number of staff rotation movements

Second phase of the human resources management information system (System To Enhance Personnel Services – STEPS) initiated

Performance indicator
■ Phase II of STEPS initiated

Learning and development programme implemented

Performance indicators
■ Training plans established, including effective staff development ■ Training activities carried out ■ Selected training initiatives evaluated

Ethics training implemented

Performance indicator
■ Ethics training delivered to all staff

III.D – Accounting, treasury management and financial control

Unit responsible: Bureau of the Comptroller (BOC)

14000 General Conference resolution 35 C/Res.80 for Accounting, treasury management and financial control

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the necessary actions in order to manage the accounting, treasury and financial control functions effectively and efficiently;

   (b) to allocate for this purpose an amount of $1,429,400 for activity costs and $9,107,400 for staff costs;

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

   (1) Enhanced and integrated financial management and reporting systems put in place

   (2) Risk-based internal financial control systems strengthened across the Organization

   (3) Financial reporting carried out in a timely manner and audited financial statements produced for certification by the External Auditor

   (4) Financial resources of the Organization managed in an effective and efficient manner and in compliance with the Financial Regulations and Financial Rules

   (5) International Public Sector Accounting Standards (IPSAS) fully implemented as UNESCO's accounting standard with effect from January 2010

3. *Further requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

14001 Under delegated authority from the Director-General and in accordance with the Financial Regulations of the Organization, the Bureau of the Comptroller is mainly responsible for:

(a) custody of funds, both regular and extrabudgetary;
(b) investment of funds in accordance with the investment policy of the Organization with utmost regard to liquidity and security of assets;
(c) management of the foreign currency, interest and credit risk exposures of the Organization in a prudent manner;
(d) design, implementation and updating of appropriate internal financial control systems throughout the Organization in order to ensure that the assets of the Organization are safeguarded, funds are used for authorized purposes only and systems of accountability are strengthened in all areas;
(e) Management of the bank accounts of the Organization and processing of payments at Headquarters;
(f) Keeping proper financial records and the production of financial statements for the governing bodies and donors of extrabudgetary funds, as well as the preparation of timely financial information to support informed decision-making of senior management.

14002 The Bureau of the Comptroller (BOC) is a central service reporting directly to the Director-General.

14003 Under the reform programme launched by the Director-General, and more recently within the framework of the "Delivering as One" approach in the context of the United Nations reform, the Bureau of the Comptroller, as owner of financial transaction processes, had the lead in the implementation and update of the Finance and Budget System (FABS). The successful implementation of FABS at Headquarters, the roll-out of the FI solution to most field offices, and the full roll-out to institutes and selected field offices, have enabled UNESCO to streamline some of its transaction-processing, leading to efficient and timely production of financial reports and strengthened internal financial control systems and the provision of real-time financial reporting. With the implementation of STEPS, a payroll system integrated with FABS, the Organization is moving towards having an integrated Financial Management Information System.

14004 The paramount objective for the biennium is to produce UNESCO's audited financial statements in full compliance with IPSAS provisions. To this end, BOC will continue to develop risk-based internal financial control systems, and provide competency training in financial management and control throughout the Organization, with particular attention to field offices. BOC will further work on updating policies, procedures and processes with a view to streamlining its operations, and doing more with less as well as engaging with the United Nations reform in its areas of competence. BOC will continue to play a key role in the Risk Management Committee, supporting management at all levels to ensure that identified risks are managed properly and mitigating actions are put in place as necessary. As a focal point between the Organization and the External Auditor, BOC will continue to facilitate the work of the External Auditor and provide support for organizational units to implement audit recommendations as speedily as practicable.

14005 ## Expected results at the end of the biennium

- Enhanced and integrated financial management and reporting systems put in place
- Risk-based internal financial control systems strengthened across the Organization
- Financial reporting carried out in a timely manner and audited financial statements produced for certification by the External Auditor
- Financial resources of the Organization managed in an effective and efficient manner and in compliance with the Financial Regulations and Financial Rules
- International Public Sector Accounting Standards (IPSAS) fully implemented as UNESCO's accounting standard with effect from January 2010

III.E – Administration

Unit responsible: Sector for Administration (ADM)

15000 General Conference resolution 35 C/Res.80 for Administration

The General Conference

1. *Authorizes* the Director-General:

   (a) to implement the plan of action aimed at providing support for the effective implementation of UNESCO's programmes and at ensuring the appropriate management of the administrative and common support services, namely:

      (i) administrative coordination and support;

      (ii) procurement;

      (iii) information systems and telecommunications;

      (iv) conferences, languages and documents;

      (v) common services, security, utilities and management of premises and equipment;

      (vi) maintenance, conservation and renovation of Headquarters premises;

   (b) to allocate for this purpose an amount of $38,341,100 for activity costs and $59,586,700 for staff costs;

2. *Requests* the Director-General to address the urgent need to strengthen safety and security arrangements at Headquarters that may permit compliance with the applicable standards;

3. *Further requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

   (1) Administrative policies and procedures implemented and modernized

   (2) Administrative policies and procedures with sector-wide impact selected for enhanced efficiency

   (3) Modern procurement systems based on standardization and long-term supply agreements put in place

   (4) Electronic management resources for procurement and asset management enhanced to secure compliance with International Public Sector Accounting Standards (IPSAS) requirements

   (5) Technical skills improved Organization-wide in support of decentralized procurement activities, and best practices for service delivery adopted

   (6) Management information systems improved in accordance with the evolving needs of the Organization

(7) Business practices harmonized with other United Nations system organizations in the context of United Nations reform

(8) Enterprise portal platform developed providing a better integration of existing information systems

(9) Field offices network developed for better communications between field offices and Headquarters

(10) Online access to all UNESCO official documents completed

(11) Online electronic archival description tool for life-cycle management of UNESCO paper records completed

(12) Multilingual UNESCO Thesaurus developed

(13) Archival description tool ICA-AtoM (Access to Memory) fully implemented at Headquarters and in the field

(14) Quality conference, interpretation and translation services as well as document production and distribution services delivered

(15) Document distribution channels rationalized and optimized

(16) Roster of freelance linguists and other short-term staff enlarged and new talent included

(17) Major conferences and meetings scheduled in a coherent manner

(18) Quality control procedures for outsourced work implemented

(19) Document management system further developed

(20) Maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level, and risks and negative effects of austerity minimized

(21) Optimal use of human and financial resources and of cost-sharing achieved through continuation of austerity measures

(22) Safety and security arrangements assessed and adapted

(23) Facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations

(24) Long-term maintenance of renovated Fontenoy premises ensured

(25) Long-term conservation programme for the Miollis/Bonvin site established, priority works related to safety, security and hygiene undertaken throughout the biennium

4. *Also requests* the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

15001 Under the authority of the Assistant Director-General for Administration (ADM/ADG), ADM is composed of four divisions: the Division of Information Systems and Telecommunications (ADM/DIT), the Division of Conferences, Languages and Documents (ADM/CLD), the Procurement Division (ADM/PRO) and the Headquarters Division (ADM/HQD), which provide support for the effective conduct of UNESCO's programmes and at ensuring the appropriate management of administrative and common support services, namely procurement, information systems and telecommunications, conferences, languages, documents, common services, security, utilities, premises and equipment, as well as the maintenance and conservation of Headquarters premises. An Executive Office (ADM/EO) ensures the overall coordination of the Sector.

Chapter 1 – Administrative coordination and support

Unit responsible: Executive Office of the Assistant Director-General for Administration (ADM/EO)

15101 The Executive Office is responsible for policy, planning and coordination. It assists the ADG/ADM and ADM Divisions with administrative support for the development and implementation of a results-based administrative and financial framework. This includes providing advice on the interpretation and application of rules and regulations, policies and procedures, providing guidance and direction on business and resource planning and monitoring expenditures to ensure that they remain within authorized levels.

15102 The Executive Office acts as focal point or interface between ADM and other sectors and bureaux on matters of common interest and action, and ensures that the set of administrative texts, policies, procedures, standards and tools are up to date and consistent with UNESCO policy and practice in order to ensure proper accounting, financial management, control and evaluation of resources and activities.

15103 **Expected results at the end of the biennium**

- Administrative policies and procedures implemented and modernized
- Administrative policies and procedures with sector-wide impact selected for enhanced efficiency

Chapter 2 – Procurement

Unit responsible: Division of Procurement (ADM/PRO)

15201 The Division is responsible for providing technical and administrative support for the Secretariat's purchases of goods, works and services, for enhancing the expertise and capacities for procurement activities, implemented in a decentralized manner, as well as for managing the Organization's property with particular focus on increased effectiveness, efficiency, economy, transparency and integrity in the use of UNESCO funds.

15202 **Expected results at the end of the biennium**

- Modern procurement systems based on standardization and long-term supply agreements put in place
- Electronic management resources for procurement and asset management enhanced to secure compliance with International Public Sector Accounting Standards (IPSAS) requirements
- Technical skills improved Organization-wide in support of decentralized procurement activities, and best practices for service delivery adopted

Chapter 3 – Information systems and telecommunications

Unit responsible: Division of Information Systems and Telecommunications (ADM/DIT)

15301 The main responsibilities of the Division are the provision of information, communication and sound systems infrastructure, organization and storage of archives, records and document management and acquisition and management of bibliographic resources and published information.

15302 The main development activities will focus on harmonizing the working methods and business processes with other United Nations organizations, in the context of the exigencies of United Nations reform, and on the need for simplification and better integration of information systems at Headquarters and field units. Furthermore, a review of the Internet/Extranet/Intranet infrastructure will be undertaken with a view to facilitating the introduction of a global "knowledge management" platform.

15303 The continuous improvement of the services, the further development of electronic archives and records management at all levels of the Secretariat and the promotion of the multilingual UNESCO Thesaurus will contribute to enhancing the Organization's accountability, efficiency, cost-effectiveness as well as knowledge-sharing capability, synergy and harmonization of business practices with other United Nations agencies.

15304 **Expected results at the end of the biennium**

- Management information systems improved in accordance with the evolving needs of the Organization
- Business practices harmonized with other United Nations system organizations in the context of United Nations reform
- Enterprise portal platform developed providing a better integration of existing information systems
- Field offices network developed for better communications between field offices and Headquarters
- Online access to all UNESCO official documents completed
- Online electronic archival description tool for life-cycle management of UNESCO paper records completed
- Multilingual UNESCO thesaurus developed
- Archival description tool ICA-AtoM (Access to Memory) fully implemented at Headquarters and in the field

Chapter 4 – Conferences, languages and documents

Unit responsible: Division of Conferences, Languages and Documents (ADM/CLD)

15401 The Division provides conference services, interpreting services, translation services, and document production and distribution services. These services will be delivered ensuring respect for adequate standards of quality and deadlines.

15402 The main development activities for the biennium will be focused on the enlargement of and inclusion of new talent into the roster of freelance linguists and other short-term staff, with UNESCO-specific knowledge, further development of a document management system and a more rational scheduling of major conferences and meetings.

15403

Expected results at the end of the biennium

- Quality conference, interpretation and translation services as well as document production and distribution services delivered
- Document distribution channels rationalized and optimized
- Roster of freelance linguists and other short-term staff enlarged and new talent included
- Major conferences and meetings scheduled in a coherent manner
- Quality control procedures for outsourced work implemented
- Document management system further developed

Chapter 5 – Common services, security, utilities and management of premises and equipment

Unit responsible: Headquarters Division (ADM/HQD)

15501 In view of budgetary constraints and rising prices for goods and services, continuing efforts will be made to devise suitable measures with a view to maintaining at a satisfactory level the services for the maintenance, upkeep and operation of the technical facilities and installations, mail distribution, transportation, providing for utilities (electricity, heating, water, etc.), supplies, materials and equipment.

15502 With respect to utilities, austerity measures will be continued and the sectors/bureaux will be encouraged to monitor more stringently their utilization of common service items so as to minimize waste. The system for charging back a part of the costs of such services will continue to be implemented.

15503 As concerns security matters, ongoing efforts will be maintained to minimize related risks to the extent possible, given the level of resources available. Furthermore, the rapidly evolving security environment and the increasing challenges for safety and security necessitate that, as a matter of priority, the mechanisms in place be reassessed and that major identified deficiencies be addressed. This includes a comprehensive review of security measures at Headquarters, in close cooperation with the host country authorities, the addition of three new posts for security officers and the enhancing and upgrading of security systems for perimeter protection, video surveillance and access control of Headquarters. All

this must be implemented as a matter of urgency in order to ensure a better compliance with applicable standards and remedy existing major shortcomings.

15504 Revenue-generating activities (rental of offices, underground parking) will be managed in such a manner so as to ensure, to the extent possible, their self-financing.

15505

Expected results at the end of the biennium

- Maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level, and risks and negative effects of austerity minimized
- Optimal use of human and financial resources and of cost-sharing achieved through continuation of austerity measures
- Safety and security arrangements assessed and adapted

Chapter 6 – Maintenance, conservation and renovation of Headquarters premises

Unit responsible: Headquarters Division (ADM/HQD)

15601 In view of budget constraints and increasing prices for goods and services, continued efforts will be made to maintain at a satisfactory level the maintenance and conservation of Headquarters premises with efforts concentrated on the Miollis/Bonvin site.

15602 A provision of US $13,784,000 has been included under this chapter to cover the third biennial repayment of the loan.

15603

Expected results at the end of the biennium

- Facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations
- Long-term maintenance of renovated Fontenoy premises ensured
- Long-term conservation programme for the Miollis/Bonvin site established, priority works related to safety, security and hygiene undertaken throughout the biennium

Part IV – Anticipated Cost Increases

Part IV

	Regular Budget	
	35 C/5 Approved	Extrabudgetary Resources[1]
	$	$
Anticipated cost increases	**10 650 400**	–

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

16000 In accordance with budgeting techniques approved in 34 C/Resolution 92, the cost of staff, goods and services for Parts I-III of the budget and for the Reserve for reclassifications/merit-based promotions have been calculated on the basis of cost estimates as at 31 December 2009. Statutory and inflationary increases that are expected to occur during the 2010-2011 biennium are not included in Parts I-III and the Reserve for reclassifications/merit-based promotions, but are set out separately under Part IV of the budget.

16001 The 2010-2011 appropriation for Part IV is $10,650,400. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.

Section 2

Annexes

Annex I – Budget summary by main line of action of regular and extrabudgetary resources

PART	Regular Budget			Extra-budgetary resources[1]
	Activities	Staff	35 C/5 Approved	
	$	$	$	$
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies				
1. General Conference	4 443 200	1 038 000	5 481 200	–
2. Executive Board	6 127 600	1 696 600	7 824 200	–
Total, I.A	**10 570 800**	**2 734 600**	**13 305 400**	–
B. Direction				
3. Directorate	444 600	2 853 800	3 298 400	–
4. Office of the Director-General	414 600	5 995 900	6 410 500	622 600
5. Internal Oversight	1 033 800	5 039 300	6 073 100	814 400
6. International Standards and Legal Affairs	135 700	3 719 100	3 854 800	–
7. Ethics Programme	147 000	572 300	719 300	–
Total, I.B	**2 175 700**	**18 180 400**	**20 356 100**	**1 437 000**
C. Participation in the Joint Machinery of the United Nations System	**10 965 200**	–	**10 965 200**	–
TOTAL, PART I	**23 711 700**	**20 915 000**	**44 626 700**	**1 437 000**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
I EDUCATION				
I.1 Building blocks for EFA: literacy, teachers and work skills	14 447 500	17 448 000	31 895 500	17 136 700
I.2 Building effective education systems from early childhood care and education to higher education, and furthering lifelong learning	7 758 300	18 796 200	26 554 500	4 127 100
I.3 Sector-wide frameworks: helping governments to plan and manage the education sector	11 596 200	17 819 300	29 415 500	15 216 500
I.4 Leading the international education agenda, including education for sustainable development (ESD), and tracking trends	4 873 700	8 296 500	13 170 200	25 528 000
Total, I	**38 675 700**	**62 360 000**	**101 035 700**	**62 008 300**
UNESCO education institutes				
(Regular budget financial allocations may include the costs of staff and activities)				
UNESCO International Bureau of Education (IBE)	4 800 000	–	4 800 000	–
UNESCO International Institute for Educational Planning (IIEP)	5 300 000	–	5 300 000	–
UNESCO Institute for Lifelong Learning (UIL)	2 000 000	–	2 000 000	–
UNESCO Institute for Information Technologies in Education (IITE)	900 000	–	900 000	–
UNESCO International Institute for Capacity-Building in Africa (IICBA)	2 500 000	–	2 500 000	
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 000 000	–	2 000 000	–
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)[2]	–	–	–	–
Total, UNESCO education institutes	**17 500 000**	**–**	**17 500 000**	**–**
TOTAL, MAJOR PROGRAMME I	**56 175 700**	**62 360 000**	**118 535 700**	**62 008 300**
II NATURAL SCIENCES				
II.1 Enhancing the leverage of science through integrated science, technology and innovation (STI) policy	2 976 500	7 070 800	10 047 300	19 342 800
II.2 Reinforcing capacity-building in the sciences and strengthening science education, especially in Africa	2 454 200	5 594 500	8 048 700	5 810 000
II.3 Promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity	10 604 000	19 063 800	29 667 800	23 199 300
II.4 Strengthening the UNESCO Intergovernmental Oceanographic Commission (IOC) and broadening the scope of its activities for the benefit of all Member States: improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones	3 449 900	6 845 300	10 295 200	8 683 600
Total, II	**19 484 600**	**38 574 400**	**58 059 000**	**57 035 700**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.
(2) As per resolution 35 C/Res.16, the cost of the post of the Director will be financed from within UNESCO's budget for 2010-2011.

PART	Regular Budget		35 C/5 Approved	Extra-budgetary resources[1]
	Activities	Staff		
	$	$	$	$
UNESCO science institutes				
(Regular budget financial allocation may include the costs of staff and activities)				
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	73 000 000
The International Centre for Theoretical Physics (ICTP)	1 015 000	–	1 015 000	55 086 400
Total, UNESCO science institutes	**1 015 000**	**–**	**1 015 000**	**128 086 400**
TOTAL, MAJOR PROGRAMME II	**20 499 600**	**38 574 400**	**59 074 000**	**185 122 100**
III – SOCIAL AND HUMAN SCIENCES				
III.1 Promoting human rights within UNESCO's fields of competence, philosophy and philosophical dialogue on emerging social and human issues, as well as intercultural dialogue	3 414 800	6 294 600	9 709 400	6 513 400
III.2 Enhancing research-policy linkages in the field of social development and the management of social transformations, including emerging issues relating to youth	3 026 500	7 884 400	10 910 900	20 431 200
III.3 Ensuring the effective implementation and monitoring of the International Convention against Doping in Sport, as well as providing upstream policy orientations on physical education and sport	590 800	1 070 200	1 661 000	–
III.4 Supporting Member States in developing policies in the ethics of science and technology, especially bioethics, and disseminating the existing declarations in the field of bioethics	2 639 700	4 733 100	7 372 800	80 100
TOTAL, MAJOR PROGRAMME III	**9 671 800**	**19 982 300**	**29 654 100**	**27 024 700**
IV – CULTURE				
IV.1 Protecting and conserving immovable, cultural and natural properties, in particular through the effective implementation of the World Heritage Convention	4 573 200	11 400 300	15 973 500	34 376 700
IV.2 Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	3 841 200	6 496 800	10 338 000	9 142 400
IV.3 Enhancing the protection of cultural objects and the fight against illicit trafficking in them, notably through the promotion and implementation of the 1954 Convention and its two Protocols, and the 1970 and 2001 Conventions, as well as the development of museums	2 789 100	5 713 000	8 502 100	5 110 300
IV.4 Protecting and promoting the diversity of cultural expressions, particularly through the implementation of the 2005 Convention and the development of cultural and creative industries	3 512 000	6 538 700	10 050 700	13 018 300
IV.5 Integrating intercultural dialogue and cultural diversity into national policies	2 485 500	6 399 900	8 885 400	9 729 000
TOTAL, MAJOR PROGRAMME IV	**17 201 000**	**36 548 700**	**53 749 700**	**71 376 700**
V – COMMUNICATION AND INFORMATION				
V.1 Promoting freedom of expression and access to information	4 326 000	5 750 600	10 076 600	8 132 500
V.2 Strengthening free, independent and pluralistic media and communication for sustainable development	4 391 400	6 483 900	10 875 300	7 079 900
V.3 Fostering universal access to information and knowledge and the development of infostructures	4 391 400	7 814 700	12 206 100	68 111 300
TOTAL, MAJOR PROGRAMME V	**13 108 800**	**20 049 200**	**33 158 000**	**83 323 700**
UNESCO Institute for Statistics	9 128 600	–	9 128 600	–
(Regular budget financial allocation may include the costs of staff and activities)				
Field – Management of decentralized programmes	–	56 189 400	56 189 400	1 312 900
Total, II.A	**125 785 500**	**233 704 000**	**359 489 500**	**430 168 400**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

PART	Regular Budget		35 C/5 Approved	Extra-budgetary resources[1]
	Activities	Staff		
	$	$	$	$
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa	1 044 400	3 631 900	4 676 300	2 861 300
2. Public information	2 083 700	11 588 100	13 671 800	1 283 200
3. Strategic planning and programme monitoring	1 435 000	6 345 000	7 780 000	558 400
4. Budget planning and management	507 700	4 332 200	4 839 900	3 106 800
Total, II.B	**5 070 800**	**25 897 200**	**30 968 000**	**7 809 700**
C. Participation Programme and Fellowships				
1. Participation Programme	19 050 000	930 200	19 980 200	–
2. Fellowships programme	1 165 500	695 500	1 861 000	3 424 900
Total, II.C	**20 215 500**	**1 625 700**	**21 841 200**	**3 424 900**
TOTAL, PART II	**151 071 800**	**261 226 900**	**412 298 700**	**441 403 000**
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION				
A. External relations and cooperation	3 076 700	14 590 300	17 667 000	5 945 600
B. Field management and coordination	20 253 400	4 305 000	24 558 400	669 800
(HQ activities and field offices' operating costs)				
C. Human resources management	16 018 500	16 715 700	32 734 200	500 000
D. Accounting, treasury management and financial control	1 429 400	9 107 400	10 536 800	1 827 200
E. Administration				
1. Administrative coordination and support	218 600	3 168 000	3 386 600	197 000
2. Procurement	65 400	2 582 300	2 647 700	770 500
3. Information systems and telecommunications	6 201 100	14 908 700	21 109 800	2 872 300
4. Conferences, languages and documents	1 883 200	21 883 400	23 766 600	2 484 000
5. Common services, security, utilities and management of premises and equipment	10 899 400	17 044 300	27 943 700	4 600 000
6. Maintenance, conservation and renovation of Headquarters premises	19 073 400	–	19 073 400	45 000
Total, III.E	**38 341 100**	**59 586 700**	**97 927 800**	**10 968 800**
TOTAL, PART III	**79 119 100**	**104 305 100**	**183 424 200**	**19 911 400**
TOTAL, PARTS I-III	**253 902 600**	**386 447 000**	**640 349 600**	**462 751 400**
Reserve for reclassifications / merit-based promotions	–	**2 000 000**	**2 000 000**	–
PART IV – ANTICIPATED COST INCREASES	**852 700**	**9 797 700**	**10 650 400**	–
TOTAL, PARTS I-IV	**254 755 300**	**398 244 700**	**653 000 000**	**462 751 400**

(1) Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Annex II – Summary of regular programme established posts by grade for 2010-2011

Sector/Unit	Posts in the professional category and above (Headquarters and Field)											General service posts	Local posts	TOTAL
	DG	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-1/P-2	NPO	Total			
PART I – GENERAL POLICY AND DIRECTION														
A. Governing bodies														
General Conference (GC)	–	–	–	–	1	1	–	–	1	–	3	1	–	**4**
Executive Board (EXB)	–	–	–	1	–	1	–	–	2	–	4	4	–	**8**
B. Direction *(including: Directorate, Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Programme)*	1	1	–	4	2	7	14	11	11	–	51	26	–	**77**
TOTAL, PART I	**1**	**1**	**–**	**5**	**3**	**9**	**14**	**11**	**14**	**–**	**58**	**31**	**–**	**89**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
Education Sector (ED)	–	–	1	2	6	27	58	56	21	29	200	53	4	**257**
Natural Sciences Sector (SC)	–	–	2	1	4	24	25	29	17	11	113	54	–	**167**
(of which IOC)	–	–	*1*	–	*1*	*4*	*6*	*1*	*1*	*1*	*15*	*11*	–	***26***
Social and Human Sciences Sector (SHS)	–	–	1	–	3	10	16	15	12	5	62	23	–	**85**
Culture Sector (CLT)	–	–	1	1	5	9	23	42	21	13	115	48	1	**164**
(of which WHC)	–	–	–	*1*	*2*	*1*	*6*	*7*	*4*	–	*21*	*15*	–	***36***
Communication and Information Sector (CI)	–	–	1	1	2	8	17	16	6	13	64	25	–	**89**
Field – Management of decentralized programmes (BFC)	–	–	–	6	33	16	4	9	28	9	105	–	308	**413**
B. Programme-related services														
Coordination and monitoring of action to benefit Africa (AFR)	–	–	1	–	1	1	2	2	2	1	10	6	–	**16**
Public information (BPI)	–	–	–	1	–	4	8	12	2	–	27	31	–	**58**
Strategic planning and programme monitoring (BSP)(*)	–	–	1	–	2	5	4	2	4	–	18	7	–	**25**
Budget planning and management (BB)	–	–	–	1	1	3	1	4	4	–	14	5	–	**19**
C. Participation Programme and Fellowships														
Participation Programme (PP)	–	–	–	–	–	–	–	–	1	–	1	5	–	**6**
Fellowships Programme (FEL)	–	–	–	–	–	–	–	–	–	–	–	5	–	**5**
TOTAL, PART II	**–**	**–**	**8**	**13**	**57**	**107**	**158**	**187**	**118**	**81**	**729**	**262**	**313**	**1304**
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION														
A. External relations and cooperation (ERC)	–	–	1	1	1	8	7	10	8	–	36	32	–	**68**
B. Field management and coordination (BFC)	–	–	–	1	1	1	4	2	2	–	11	8	–	**19**
C. Human resources management (HRM)	–	–	–	1	1	6	7	13	9	–	37	50	–	**87**
D. Accounting, treasury management and financial control (BOC)	–	–	–	1	1	2	6	7	7	–	24	19	–	**43**
E. Administration (ADM)	–	–	1	–	4	18	26	35	18	–	102	243	–	**345**
TOTAL, PART III	**–**	**–**	**2**	**4**	**8**	**35**	**50**	**67**	**44**	**–**	**210**	**352**	**–**	**562**
GRAND TOTAL, PARTS I-III	**1**	**1**	**10**	**22**	**68**	**151**	**222**	**265**	**176**	**81**	**997**	**645**	**313**	**1955**

(*) Includes Anticipation and foresight (FOR)

Annex III – Summary of established posts for 2010-2011: Regular and extrabudgetary programmes

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL Posts	TOTAL Cost
									$
PART I – GENERAL POLICY AND DIRECTION									
A. Governing bodies									
General Conference (GC)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	–	1	2	1	4	**1 038 000**
	Field	–	–	–	–	–	–	–	**–**
	35 C/5 Approved	**–**	**–**	**–**	**1**	**2**	**1**	**4**	**1 038 000**
	EXTRABUDGETARY	–	–	–	–	–	–	–	**–**
Executive Board (EXB)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	–	1	3	4	8	**1 696 600**
	Field	–	–	–	–	–	–	–	**–**
	35 C/5 Approved	**–**	**–**	**–**	**1**	**3**	**4**	**8**	**1 696 600**
	EXTRABUDGETARY	–	–	–	–	–	–	–	**–**
B. Direction *(including: Directorate, Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Programme)*	**REGULAR PROGRAMME:**								
	Headquarters	1	1	–	6	43	26	77	**18 180 400**
	Field	–	–	–	–	–	–	–	**–**
	35 C/5 Approved	**1**	**1**	**–**	**6**	**43**	**26**	**77**	**18 180 400**
	EXTRABUDGETARY	–	–	–	–	4	–	4	**1 345 200**
TOTAL, PART I	**REGULAR PROGRAMME:**								
	Headquarters	**1**	**1**	**–**	**8**	**48**	**31**	**89**	**20 915 000**
	Field	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	35 C/5 Approved	**1**	**1**	**–**	**8**	**48**	**31**	**89**	**20 915 000**
	EXTRABUDGETARY	**–**	**–**	**–**	**–**	**4**	**–**	**4**	**1 345 200**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES									
A. Programmes									
Education Sector (ED)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	1	5	72	53	131	**28 977 100**
	Field	–	–	–	3	119	4	126	**33 382 900**
	35 C/5 Approved	**–**	**–**	**1**	**8**	**191**	**57**	**257**	**62 360 000**
	EXTRABUDGETARY	–	–	–	–	6	–	6	**2 127 700**
Natural Sciences Sector (SC)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	2	5	57	54	118	**25 500 700**
	Field	–	–	–	–	49	–	49	**13 073 700**
	35 C/5 Approved	**–**	**–**	**2**	**5**	**106**	**54**	**167**	**38 574 400**
	(of which IOC)								
	Headquarters	–	–	*1*	*1*	*10*	*11*	*23*	***5 243 800***
	Field	–	–	–	–	*3*	–	*3*	***793 500***
	35 C/5 Approved	**–**	**–**	***1***	***1***	***13***	***11***	***26***	***6 037 300***
	EXTRABUDGETARY	–	–	–	–	3	–	3	**927 900**
	(of which IOC)	–	–	–	–	–	–	–	**–**

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL Posts	TOTAL Cost
									$
Social and Human Sciences Sector (SHS)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	1	3	36	23	63	**14 117 600**
	Field	–	–	–	–	22	–	22	**5 864 700**
	35 C/5 Approved	**–**	**–**	**1**	**3**	**58**	**23**	**85**	**19 982 300**
	EXTRABUDGETARY	–	–	–	–	2	–	2	**636 200**
Culture Sector (CLT)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	1	6	65	48	120	**25 962 100**
	Field	–	–	–	–	43	1	44	**10 586 600**
	35 C/5 Approved	**–**	**–**	**1**	**6**	**108**	**49**	**164**	**36 548 700**
	(of which WHC)								
	Headquarters	–	–	–	*3*	*18*	*15*	*36*	***7 759 100***
	Field	–	–	–	–	–	–	–	**–**
	35 C/5 Approved	**–**	**–**	**–**	***3***	***18***	***15***	***36***	***7 759 100***
	EXTRABUDGETARY	–	–	–	–	10	–	10	**4 030 100**
	(of which WHC)	–	–	–	–	*4*	–	*4*	***1 092 600***
Communication and Information Sector (CI)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	1	3	28	25	57	**12 641 300**
	Field	–	–	–	–	32	–	32	**7 407 900**
	35 C/5 Approved	**–**	**–**	**1**	**3**	**60**	**25**	**89**	**20 049 200**
	EXTRABUDGETARY	–	–	–	–	3	2	5	**1 155 300**
Field – Management of decentralized programmes (BFC)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	–	–	–	–	–	**–**
	Field	–	–	–	39	66	308	413	**56 189 400**
	35 C/5 Approved	**–**	**–**	**–**	**39**	**66**	**308**	**413**	**56 189 400**
	EXTRABUDGETARY	–	–	–	–	4	–	4	**1 312 900**
B. Programme-related services									
Coordination and monitoring of action to benefit Africa (AFR)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	1	1	6	6	14	**3 205 100**
	Field	–	–	–	–	2	–	2	**426 800**
	35 C/5 Approved	**–**	**–**	**1**	**1**	**8**	**6**	**16**	**3 631 900**
	EXTRABUDGETARY	–	–	–	–	1	–	1	**361 300**
Public information (BPI)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	–	1	25	31	57	**11 157 400**
	Field	–	–	–	–	1	–	1	**430 700**
	35 C/5 Approved	**–**	**–**	**–**	**1**	**26**	**31**	**58**	**11 588 100**
	EXTRABUDGETARY	–	–	–	–	2	3	5	**1 283 200**
Strategic planning and programme monitoring (BSP)	**REGULAR PROGRAMME:**								
	Headquarters	–	–	1	2	15	7	25	**6 345 000**
	Field	–	–	–	–	–	–	–	**–**
	35 C/5 Approved	**–**	**–**	**1**	**2**	**15**	**7**	**25**	**6 345 000**
	EXTRABUDGETARY	–	–	–	–	1	–	1	**358 400**

			DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL Posts	TOTAL Cost
										$
Budget planning and management (BB)	**REGULAR PROGRAMME:**									
		Headquarters	–	–	–	2	12	5	19	**4 332 200**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**–**	**2**	**12**	**5**	**19**	**4 332 200**
	EXTRABUDGETARY		–	–	–	–	8	5	13	**3 106 800**
C. Participation Programme and Fellowships										
Participation Programme (PP)	**REGULAR PROGRAMME:**									
		Headquarters	–	–	–	–	1	5	6	**930 200**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**–**	**–**	**1**	**5**	**6**	**930 200**
	EXTRABUDGETARY		–	–	–	–	–	–	–	**–**
Fellowships Programme (FEL)	**REGULAR PROGRAMME:**									
		Headquarters	–	–	–	–	–	5	5	**695 500**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**–**	**–**	**–**	**5**	**5**	**695 500**
	EXTRABUDGETARY		–	–	–	–	2	–	2	**638 400**
TOTAL, PART II	**REGULAR PROGRAMME:**									
		Headquarters	**–**	**–**	**8**	**28**	**317**	**262**	**615**	**133 864 200**
		Field	**–**	**–**	**–**	**42**	**334**	**313**	**689**	**127 362 700**
		35 C/5 Approved	**–**	**–**	**8**	**70**	**651**	**575**	**1 304**	**261 226 900**
	EXTRABUDGETARY		**–**	**–**	**–**	**–**	**42**	**10**	**52**	**15 938 200**
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION										
A. External relations and cooperation (ERC)	**REGULAR PROGRAMME:**									
		Headquarters	–	–	1	2	30	32	65	**13 515 500**
		Field	–	–	–	–	3	–	3	**1 074 800**
		35 C/5 Approved	**–**	**–**	**1**	**2**	**33**	**32**	**68**	**14 590 300**
	EXTRABUDGETARY		–	–	–	1	12	8	21	**5 625 900**
B. Field management and coordination (BFC)	**REGULAR PROGRAMME:**									
		Headquarters	–	–	–	2	9	8	19	**4 305 000**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**–**	**2**	**9**	**8**	**19**	**4 305 000**
	EXTRABUDGETARY		–	–	–	–	1	–	1	**219 800**
C. Human resources management (HRM)	**REGULAR PROGRAMME:**									
		Headquarters	–	–	–	2	35	50	87	**16 715 700**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**–**	**2**	**35**	**50**	**87**	**16 715 700**
	EXTRABUDGETARY		–	–	–	–	1	1	2	**500 000**

			DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
									Posts	Cost
										$
D.	**Accounting, treasury management and financial control (BOC)**	**REGULAR PROGRAMME:**								
		Headquarters	–	–	–	2	22	19	43	**9 107 400**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**–**	**2**	**22**	**19**	**43**	**9 107 400**
		EXTRABUDGETARY	–	–	–	–	3	6	9	**1 827 200**
E.	**Administration (ADM)**	**REGULAR PROGRAMME:**								
		Headquarters	–	–	1	4	97	243	345	**59 586 700**
		Field	–	–	–	–	–	–	–	**–**
		35 C/5 Approved	**–**	**–**	**1**	**4**	**97**	**243**	**345**	**59 586 700**
		EXTRABUDGETARY	–	–	–	–	12	40	52	**9 923 800**
	TOTAL, PART III	**REGULAR PROGRAMME:**								
		Headquarters	**–**	**–**	**2**	**12**	**193**	**352**	**559**	**103 230 300**
		Field	**–**	**–**	**–**	**–**	**3**	**–**	**3**	**1 074 800**
		35 C/5 Approved	**–**	**–**	**2**	**12**	**196**	**352**	**562**	**104 305 100**
		EXTRABUDGETARY	**–**	**–**	**–**	**1**	**29**	**55**	**85**	**18 096 700**
	TOTAL, PARTS I-III	**REGULAR PROGRAMME:**								
		Headquarters	**1**	**1**	**10**	**48**	**558**	**645**	**1 263**	**258 009 500**
		Field	**–**	**–**	**–**	**42**	**337**	**313**	**692**	**128 437 500**
		35 C/5 Approved	**1**	**1**	**10**	**90**	**895**	**958**	**1 955**	**386 447 000**
	Reserve for reclassifications / merit-based promotions									**2 000 000**
		Grand Total, Regular Programme, 35 C/5 Approved	**1**	**1**	**10**	**90**	**895**	**958**	**1 955**	**388 447 000**
		EXTRABUDGETARY	**–**	**–**	**–**	**1**	**75**	**65**	**141**	**35 380 100**

The above extrabudgetary figures do not include 10 posts ($2.3M) for UNESCO Staff and Loan Services (USLS).

Annex IV – Summary of decentralization by region
List of field offices (excluding UNESCO institutes and centres)

Africa

Cluster Offices and Regional Bureaux
- Accra
- Addis Ababa
- Bamako
- Dakar, and Regional Bureau for Education
- Dar es Salaam
- Harare
- Libreville
- Nairobi, and Regional Bureau for Science
- Windhoek
- Yaoundé

National Offices
- Abuja
- Brazzaville
- Bujumbura
- Kinshasa
- Maputo

Asia and the Pacific

Cluster Offices and Regional Bureaux
- Almaty
- Apia
- Bangkok, and Regional Bureau for Education
- Beijing
- Jakarta, and Regional Bureau for Science
- New Delhi
- Tehran

National Offices
- Dhaka
- Hanoi
- Islamabad
- Kabul
- Kathmandu
- Phnom Penh
- Tashkent

Arab States

Cluster Offices and Regional Bureaux
- Beirut, and Regional Bureau for Education
- Cairo, and Regional Bureau for Science
- Doha
- Rabat

National Offices
- Amman
- Iraq
- Ramallah
- Sudan

Europe and North America

Cluster Offices and Regional Bureaux
- Moscow
- Venice, Regional Bureau for Science and Culture in Europe

Liaison Offices with the United Nations System
- Geneva
- New York

Latin America and the Caribbean

Cluster Offices and Regional Bureaux
- Havana, and Regional Bureau for Culture
- Kingston
- Montevideo, and Regional Bureau for Science
- Quito
- San José
- Santiago, and Regional Bureau for Education

National Offices
- Brasilia
- Guatemala
- Lima
- Mexico
- Port-au-Prince

Table 1 – Regular programme by region and by main line of action / units
Extrabudgetary funds by main line of action / executing units (ED, SC, SHS, CLT, CI, UIS, BFC, AFR, BPI, ERC)

Major Programme / Main line of action / Unit	Regular Budget								
	HQ	Field						35 C/5 Approved	Decentralized extrabudgetary resources[1]
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Total Field		
	$	$	$	$	$	$	$	$	$
EDUCATION									
I. Staff (established posts)[2]	28 977 100	10 777 700	6 789 200	8 871 700	1 169 900	5 774 400	**33 382 900**	62 360 000	1 127 200
	46.5%	17.3%	10.9%	14.2%	1.9%	9.3%	**53.5%**	100.0%	
II. Activities									
I.1	3 054 000	5 851 000	1 272 800	2 895 400	49 300	1 325 000	**11 393 500**	14 447 500	16 042 600
I.2	2 512 200	2 401 000	742 800	1 048 200	98 500	955 600	**5 246 100**	7 758 300	2 275 100
I.3	2 982 700	2 809 800	1 277 700	3 160 500	86 700	1 278 800	**8 613 500**	11 596 200	9 238 000
I.4	3 389 000	382 300	268 000	428 500	–	405 900	**1 484 700**	4 873 700	2 781 800
UNESCO education institutes IICBA and IESALC	–	2 500 000	–	–	–	2 000 000	**4 500 000**	4 500 000	–
Total Activities[3]	11 937 900	13 944 100	3 561 300	7 532 600	234 500	5 965 300	**31 237 800**	43 175 700	30 337 500
	27.6%	32.3%	8.2%	17.4%	0.5%	13.8%	**72.4%**	100.0%	
Total, ED (excl. IBE, IIEP, UIL, IITE)	**40 915 000**	**24 721 800**	**10 350 500**	**16 404 300**	**1 404 400**	**11 739 700**	**64 620 700**	**105 535 700**	**31 464 700**
	38.8%	**23.4%**	**9.8%**	**15.5%**	**1.3%**	**11.1%**	**61.2%**	**100.0%**	
UNESCO education institutes IBE, IIEP, UIL, IITE	**–**						**13 000 000**	**13 000 000**	**–**
Total, ED (incl. IBE, IIEP, UIL, IITE)	**40 915 000**						**77 620 700**	**118 535 700**	**31 464 700**
	34.5%						**65.5%**	**100.0%**	
NATURAL SCIENCES									
I. Staff (established posts)	25 500 700	3 954 800	1 730 500	3 490 900	2 104 900	1 792 600	**13 073 700**	38 574 400	–
	66.1%	10.3%	4.5%	9.0%	5.5%	4.6%	**33.9%**	100.0%	
II. Activities									
II.1	2 113 300	317 200	125 100	190 100	42 000	188 800	**863 200**	2 976 500	4 457 800
II.2	1 558 500	220 000	128 400	198 900	190 600	157 800	**895 700**	2 454 200	80 000

1. Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.
2. Established posts do not include UNESCO education institutes (the costs related to established posts of the institutes are included in the financial allocation).
3. Excluding the education institutes for which the distribution of activities by region is not yet available (IBE, IIEP, UIL, IITE).

Major Programme / Main line of action / Unit	Regular Budget							35 C/5 Approved	Decentralized extrabudgetary resources[1]
	HQ	Field							
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Total Field		
	$	$	$	$	$	$	$	$	$
II.3	6 038 000	1 418 900	839 200	1 136 900	171 400	999 600	**4 566 000**	10 604 000	10 113 900
II.4	2 789 800	98 500	29 600	305 400	59 100	167 500	**660 100**	3 449 900	12 850 000
UNESCO science institutes ICTP and IHE	–	261 700	194 600	232 400	144 600	181 700	**1 015 000**	1 015 000	128 086 400
Total Activities	12 499 600	2 316 300	1 316 900	2 063 700	607 700	1 695 400	**8 000 000**	20 499 600	155 588 100
	61.0%	11.3%	6.4%	10.1%	3.0%	8.3%	**39.0%**	100.0%	
Total, SC	**38 000 300**	**6 271 100**	**3 047 400**	**5 554 600**	**2 712 600**	**3 488 000**	**21 073 700**	**59 074 000**	**155 588 100**
	64.3%	**10.6%**	**5.2%**	**9.4%**	**4.6%**	**5.9%**	**35.7%**	**100.0%**	
Total, SC (excluding institutes)	**38 000 300**	**6 009 400**	**2 852 800**	**5 322 200**	**2 568 000**	**3 306 300**	**20 058 700**	**58 059 000**	**27 501 700**
	65.5%	**10.4%**	**4.9%**	**9.2%**	**4.4%**	**5.7%**	**34.5%**	**100.0%**	
SOCIAL AND HUMAN SCIENCES									
I. Staff (established posts)	14 117 600	1 243 500	895 300	2 113 700	132 900	1 479 300	**5 864 700**	19 982 300	–
	70.7%	6.2%	4.5%	10.6%	0.7%	7.4%	**29.3%**	100.0%	
II. Activities									
III.1	1 654 900	550 800	624 000	278 900	59 100	247 100	**1 759 900**	3 414 800	5 818 200
III.2	1 681 300	445 300	155 200	349 200	48 200	347 300	**1 345 200**	3 026 500	20 205 300
III.3	590 800	–	–	–	–	–	**–**	590 800	–
III.4	1 107 400	433 200	266 000	226 600	315 300	291 200	**1 532 300**	2 639 700	15 000
Total Activities	5 034 400	1 429 300	1 045 200	854 700	422 600	885 600	**4 637 400**	9 671 800	26 038 500
	52.1%	14.8%	10.8%	8.8%	4.4%	9.2%	**47.9%**	100.0%	
Total, SHS	**19 152 000**	**2 672 800**	**1 940 500**	**2 968 400**	**555 500**	**2 364 900**	**10 502 100**	**29 654 100**	**26 038 500**
	64.6%	**9.0%**	**6.5%**	**10.0%**	**1.9%**	**8.0%**	**35.4%**	**100.0%**	
CULTURE									
I. Staff (established posts)	25 962 100	2 831 400	1 456 800	2 839 300	1 317 400	2 141 700	**10 586 600**	36 548 700	1 578 000
	71.0%	7.7%	4.0%	7.8%	3.6%	5.9%	**29.0%**	100.0%	
II. Activities									
IV.1	2 669 700	561 900	234 900	689 600	128 100	289 000	**1 903 500**	4 573 200	12 875 700
IV.2	2 205 800	568 500	297 500	339 900	84 600	344 900	**1 635 400**	3 841 200	3 630 500

1. Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Major Programme / Main line of action / Unit	Regular Budget							35 C/5 Approved	Decentralized extrabudgetary resources[1]
	HQ	Field							
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Total Field		
	$	$	$	$	$	$	$	$	$
IV.3	1 391 200	399 000	238 900	310 300	117 200	332 500	**1 397 900**	2 789 100	1 256 400
IV.4	2 075 000	451 200	285 000	330 000	83 700	287 100	**1 437 000**	3 512 000	11 581 800
IV.5	1 224 200	463 000	252 700	202 000	85 800	257 800	**1 261 300**	2 485 500	7 424 300
Total Activities	9 565 900	2 443 600	1 309 000	1 871 800	499 400	1 511 300	**7 635 100**	17 201 000	36 768 700
	55.6%	14.2%	7.6%	10.9%	2.9%	8.8%	**44.4%**	100.0%	
Total, CLT	**35 528 000**	**5 275 000**	**2 765 800**	**4 711 100**	**1 816 800**	**3 653 000**	**18 221 700**	**53 749 700**	**38 346 700**
	66.1%	**9.8%**	**5.1%**	**8.8%**	**3.4%**	**6.8%**	**33.9%**	**100.0%**	
COMMUNICATION AND INFORMATION									
I. Staff (established posts)	12 641 300	2 740 200	1 013 800	1 872 100	315 300	1 466 500	**7 407 900**	20 049 200	–
	63.1%	13.7%	5.1%	9.3%	1.6%	7.3%	**36.9%**	100.0%	
II. Activities									
V.1	1 984 300	766 500	298 100	681 100	85 100	510 900	**2 341 700**	4 326 000	6 592 300
V.2	2 014 100	778 000	302 600	691 600	86 400	518 700	**2 377 300**	4 391 400	3 683 800
V.3	2 014 100	778 000	302 600	691 600	86 400	518 700	**2 377 300**	4 391 400	7 381 600
Total Activities	6 012 500	2 322 500	903 300	2 064 300	257 900	1 548 300	**7 096 300**	13 108 800	17 657 700
	45.9%	17.7%	6.9%	15.7%	2.0%	11.8%	**54.1%**	100.0%	
Total, CI	**18 653 800**	**5 062 700**	**1 917 100**	**3 936 400**	**573 200**	**3 014 800**	**14 504 200**	**33 158 000**	**17 657 700**
	56.3%	**15.3%**	**5.8%**	**11.9%**	**1.7%**	**9.1%**	**43.7%**	**100.0%**	
Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IITE)	**45 050 300**	**22 455 800**	**8 135 700**	**14 387 100**	**2 022 100**	**11 605 900**	**58 606 600**	**103 656 900**	**266 390 500**
	43.5%	**21.7%**	**7.8%**	**13.9%**	**2.0%**	**11.2%**	**56.5%**	**100.0%**	
Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IITE)	**45 050 300**						**71 606 600**	**116 656 900**	**266 390 500**
	38.6%						**61.4%**	**100.0%**	
UNESCO Institute for Statistics									
II. Activities[4]	–	–	–	–	–	–	**9 128 600**	9 128 600	–
Field – Management of decentralized programmes									
I. Staff (established posts)	–	15 261 000	9 340 300	14 363 400	3 739 800	13 484 900	**56 189 400**	56 189 400	1 312 900
Subtotal, Part II. A (excl. IBE, IIEP, UIL, IITE, UIS)	**152 249 100**	**59 264 400**	**29 361 600**	**47 938 200**	**10 802 300**	**37 745 300**	**185 111 800**	**337 360 900**	**270 408 600**
	45.1%	**17.6%**	**8.7%**	**14.2%**	**3.2%**	**11.2%**	**54.9%**	**100.0%**	
Subtotal, Part II. A (incl. financial allocation for all institutes)	**152 249 100**						**207 240 400**	**359 489 500**	**270 408 600**
	42.4%						**57.6%**	**100.0%**	

1. Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

4. The distribution of the UIS activities budget by region is not yet available.

Major Programme / Main line of action / Unit	Regular Budget							35 C/5 Approved	Decentralized extrabudgetary resources[1]
	HQ	Field							
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Total Field		
	$	$	$	$	$	$	$	$	$
Part II. B									
Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)	3 205 100	426 800	–	–	–	–	**426 800**	3 631 900	361 300
II. Activities	744 400	300 000	–	–	–	–	**300 000**	1 044 400	–
Public information									
I. Staff (established posts)	11 157 400	–	–	–	430 700	–	**430 700**	11 588 100	–
II. Activities (operating costs)	2 017 800	–	–	24 200	41 700	–	**65 900**	2 083 700	–
Subtotal, Part II.B	**17 124 700**	**726 800**	**–**	**24 200**	**472 400**	**–**	**1 223 400**	**18 348 100**	**361 300**
	93.3%	**4.0%**	**0.0%**	**0.1%**	**2.6%**	**0.0%**	**6.7%**	**100.0%**	
Part III									
A. External relations and cooperation									
I. Staff (established posts)	13 515 500	–	–	–	1 074 800	–	**1 074 800**	14 590 300	–
II. Activities	3 076 700	–	–	–	–	–	**–**	3 076 700	–
B. Field management and coordination									
I. Staff (established posts)	4 305 000	–	–	–	–	–	**–**	4 305 000	–
II. Activities (field operating costs)	1 885 600	5 766 300	2 470 800	4 739 900	1 553 600	3 449 000	**17 979 600**	19 865 200	450 000
Subtotal, Part III	**22 782 800**	**5 766 300**	**2 470 800**	**4 739 900**	**2 628 400**	**3 449 000**	**19 054 400**	**41 837 200**	**450 000**
	54.5%	**13.8%**	**5.9%**	**11.3%**	**6.3%**	**8.2%**	**45.5%**	**100.0%**	
Total, Staff	**139 381 800**	**37 235 400**	**21 225 900**	**33 551 100**	**10 285 700**	**26 139 400**	**128 437 500**	**267 819 300**	**4 379 400**
	52.0%	**13.9%**	**7.9%**	**12.5%**	**3.8%**	**9.8%**	**48.0%**	**100.0%**	
Total, Activities (excl. IBE, IIEP, UIL, IITE, UIS)	**52 774 800**	**28 522 100**	**10 606 500**	**19 151 200**	**3 617 400**	**15 054 900**	**76 952 100**	**129 726 900**	**266 840 500**
	40.7%	**22.0%**	**8.2%**	**14.8%**	**2.8%**	**11.6%**	**59.3%**	**100.0%**	
Total, Activities (incl. all institutes)	**52 774 800**						**99 080 700**	**151 855 500**	**266 840 500**
	34.8%						**65.2%**	**100.0%**	
TOTAL	**192 156 600**						**227 518 200**	**419 674 800**	**271 219 900**
	45.8%						**54.2%**	**100.0%**	

1. Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

	Regular Budget	Extrabudgetary
	$	$
35 C/5 Approved	**653 000 000**	**462 751 400**
Decentralized funds	**227 518 200**	**271 219 900**
Decentralization rate	**34.8%**	**58.6%**

Table 2 – Regular budget established posts in the field by region and by category

Major Programme / Sector / Unit	Region / Number of posts in the Field																				Field Total
	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean				
	D	P/NPO	Local	**Total**	D	P/NPO	Local	**Total**	D	P/NPO	Local	**Total**	D	P/NPO	Local	**Total**	D	P/NPO	Local	**Total**	
MP I – ED[1]	–	41	–	**41**	1	19	4	**24**	1	33	–	**34**	1	3	–	**4**	–	23	–	**23**	**126**
MP II – SC[1]	–	15	–	**15**	–	7	–	**7**	–	13	–	**13**	–	7	–	**7**	–	7	–	**7**	**49**
MP III – SHS	–	6	–	**6**	–	3	–	**3**	–	7	–	**7**	–	1	–	**1**	–	5	–	**5**	**22**
MP IV – CLT	–	12	–	**12**	–	5	–	**5**	–	13	–	**13**	–	4	1	**5**	–	9	–	**9**	**44**
MP V – CI	–	12	–	**12**	–	5	–	**5**	–	8	–	**8**	–	1	–	**1**	–	6	–	**6**	**32**
Field – Management	11	22	87	**120**	5	13	47	**65**	10	16	95	**121**	4	2	9	**15**	9	13	70	**92**	**413**
Total, Part II.A[2]	11	108	87	**206**	6	52	51	**109**	11	90	95	**196**	5	18	10	**33**	9	63	70	**142**	**686**
Part II.B																					
AFR	–	2	–	**2**	–	–	–	**–**	–	–	–	**–**	–	–	–	**–**	–	–	–	**–**	**2**
BPI	–	–	–	**–**	–	–	–	**–**	–	–	–	**–**	–	1	–	**1**	–	–	–	**–**	**1**
Part III																					
ERC	–	–	–	**–**	–	–	–	**–**	–	–	–	**–**	–	3	–	**3**	–	–	–	**–**	**3**
Total, Decentralization	**11**	**110**	**87**	**208**	**6**	**52**	**51**	**109**	**11**	**90**	**95**	**196**	**5**	**22**	**10**	**37**	**9**	**63**	**70**	**142**	**692**
%[3]				**30%**				**16%**				**28%**				**5%**				**21%**	**100%**

Total posts	**1 955**
Posts decentralized	**692**
% of posts decentralized	**35%**

1. Excluding UNESCO institutes.
2. Excluding UIS.
3. This % shows the weight of each region in UNESCO's field network in terms of the number of posts in the field.

Annex V – 35 C/5 Evaluation Plan (2010-2011)

The Evaluation Plan below is based on the 34 C/4 long-term Evaluation Plan and is consistent with the UNESCO Evaluation Strategy (176 EX/26). It covers all components of the evaluation universe, i.e. C/4 strategic programme objectives (SPOs), thematic evaluations and decentralized bodies. Each SPO evaluation will comprise activities that are expected to contribute to the particular SPO. This will include activities funded through the regular budget and a representative sample of extrabudgetary funded activities.

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
Strategic Evaluation	**Independent external evaluation of UNESCO** As per resolution 35 C/Res.102 of the 35th session of the General Conference this independent external evaluation of UNESCO will be of a comprehensive, strategic, high level and forward-looking character. It will complement the evaluation of the Organization's "Strategic Programme Objectives", UNESCO's decentralized bodies and other thematic evaluations. The evaluation will focus primarily on the current and future opportunities and challenges within the Organization's core programmatic areas of competence as represented by the five major programmes. It will answer the overarching question: "How UNESCO should position itself to address the challenges of the twenty-first century and make the most of prospective opportunities." According to the decisions taken by the General Conference and the Executive Board, the evaluation will focus, *inter alia*, on the following areas: • The international challenges within the mandate of UNESCO • The impact of UNESCO in addressing these challenges • The role of UNESCO within the United Nations system and in relation to other international Organizations • The division of competences between the governing bodies and the Secretariat • The contribution of civil society and the business community • The coherence between the sectors of the Secretariat	*October 2010*
C/4 strategic programme objectives (SPOs)	**Evaluation of SPO 5: Contributing to disaster preparedness and mitigation** This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery: • Tsunami-early warning systems established and operational in Africa, the South Pacific, the Mediterranean Sea, the North-East Atlantic and the Caribbean • Vulnerable and weakened communities prepared to cope with disasters through access and use of information and knowledge and to mitigate their impact • Governments advised and assisted in the design of policies mitigating disaster risks and impact • Contributions made to the development of national strategies for natural and human-induced disaster prevention and vulnerability reduction and included in United Nations system common country programming efforts	*July 2010*

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
	Evaluation of SPO 7: Enhancing research-policy linkages on social transformations This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery: • Platforms for dialogue and exchange between social science research and policy-makers consolidated at the international, regional and national levels, in particular regarding poverty eradication • Collaborative national and regional social science research programmes created for key issues, involving national and regional capacity-building and South-South cooperation • Science policies and establishment of national research systems promoted benefiting from South-South cooperation	*July 2010*
	Evaluation of SPO 1 and SPO 2 – Phase II: Mid-term evaluation of C/5 biennial sectoral priorities This evaluation will assess the extent to which the 35 C/5 biennial sectoral priorities for the ED Sector were achieved. The evaluation will also assess progress towards achieving the objectives (listed below) of these biennial sectoral priorities and how progress might be enhanced through improving programme policy, design and delivery: • Political commitment raised and allocation of financial resources for EFA increased at the global and national levels, particularly in Africa • Progress towards EFA goals at the global, regional and country levels regularly monitored and used as input for evidence-based policies by Member States • Literacy integrated in national education systems and plans, especially in Africa, as well as in United Nations common country programming exercises in all regions, building on the United Nations Literacy Decade and Plan of Action 2003-2012 • Institutional capacities in Member States enhanced through the Global Action Plan to improve access for learners at all levels • Quality education in Member States promoted with a special emphasis on education for peace • Higher education and teacher training fully integrated into national education plans and systems, especially in Africa • Educational norms and standards to foster the right to education developed, disseminated and monitored at country level • Member States in all regions assisted in integrating ICTs in teaching and learning processes at all levels • Member States advised on integrating sustainable development into curricula and learning process aimed at achieving the objectives of UNDESD • Member States in all regions assisted in developing comprehensive education sector HIV and AIDS responses	*September 2011*
	Evaluation of SPO 9: Strengthening the contribution of culture to sustainable development This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery: • Principles of cultural diversity integrated into policies, mechanisms and practices at national and regional levels • Cultural development reflected in national development plans and legislation • The role of culture in development and principles of cultural diversity reflected in South-South cooperation initiatives • Awareness about the cultural contribution of indigenous peoples to sustainable development enhanced • New cooperative mechanisms, including public-private partnerships, based on the principles of cultural diversity, developed for cultural industries and best practices in this area collected and recognized by UNESCO	*(December 2010)*

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
	Evaluation of SPO 10: Demonstrating the importance of exchange and dialogue among cultures to social cohesion and reconciliation in order to develop a culture of peace This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery: • Emerging challenges and obstacles to a sustained dialogue among civilizations and cultures identified • Methodologies, procedures and networks promoting dialogue among professionals developed • Mutual understanding strengthened in several regions and subregions through dialogue-related activities • Intercultural dialogue integrated as part of quality education in curricula and learning materials • Lisbon Roadmap on Arts Education implemented together with other partners	*(December 2010)*
Decentralized bodies	**Evaluation of the following decentralized bodies:** Montevideo, Yaoundé, Addis Ababa, Tehran, Jakarta, Doha, Ramallah, Nairobi, San José, Bamako, Phnom Penh, Quito, Abuja, Bujumbura, Libreville, Kathmandu, Guatemala City, Kingston, New York, Geneva	*2010/2011*

Annex VI – Regular budget summary by main object of expenditure

Principal Appropriation Line	Regular Budget													
	Cost of established posts		Temporary assistance	Delegates' and participants' travel	Staff travel on mission	Contractual services	General operating expenses	Supplies and materials	Acquisition of furniture and equipment	Acquisition and improvement of premises	Financial allocations/ Fellowships/ contributions	Contracts with NGOs (framework agreements)	Other expenditure	Total Estimates 2010-2011
	Headquarters	Field												
	$	$	$	$	$	$	$	$	$	$	$	$	$	$
PART I – GENERAL POLICY AND DIRECTION														
A. Governing bodies														
1. General Conference	1 038 000	–	3 026 200	120 000	3 000	564 000	522 000	204 000	4 000	–	–	–	–	**5 481 200**
2. Executive Board	1 696 600	–	3 604 100	1 777 200	–	260 000	446 300	20 000	14 000	–	–	–	6 000	**7 824 200**
Total, Part I.A	**2 734 600**	**–**	**6 630 300**	**1 897 200**	**3 000**	**824 000**	**968 300**	**224 000**	**18 000**	**–**	**–**	**–**	**6 000**	**13 305 400**
B. Direction														
3. Directorate	2 853 800	–	90 000	–	112 000	10 000	108 000	105 000	19 600	–	–	–	–	**3 298 400**
4. Office of the Director-General	5 995 900	–	92 000	23 000	80 000	15 000	122 000	40 500	42 100	–	–	–	–	**6 410 500**
5. Internal Oversight	5 039 300	–	72 500	59 100	332 700	463 300	40 200	19 500	22 700	–	–	–	23 800	**6 073 100**
6. International Standards and Legal Affairs	3 719 100	–	42 000	–	20 000	4 700	40 000	16 000	13 000	–	–	–	–	**3 854 800**
7. Ethics Programme	572 300	–	20 000	–	20 000	72 500	24 500	5 000	5 000	–	–	–	–	**719 300**
Total, Part I.B	**18 180 400**	**–**	**316 500**	**82 100**	**564 700**	**565 500**	**334 700**	**186 000**	**102 400**	**–**	**–**	**–**	**23 800**	**20 356 100**
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	50 000	2 000 000	–	–	1 350 000	1 500 000	5 630 400	–	434 800	**10 965 200**
TOTAL, PART I	**20 915 000**	**–**	**6 946 800**	**1 979 300**	**617 700**	**3 389 500**	**1 303 000**	**410 000**	**1 470 400**	**1 500 000**	**5 630 400**	**–**	**464 600**	**44 626 700**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
I Education	28 977 100	33 382 900	4 921 000	4 921 000	5 315 000	17 957 700	2 458 000	1 477 800	1 477 800	–	17 500 000	–	147 400	**118 535 700**
II Natural sciences	25 500 700	13 073 700	2 688 200	2 563 600	2 179 900	8 322 200	1 536 500	325 100	405 400	–	1 872 000	364 100	242 600	**59 074 000**
III Social and human sciences	14 117 600	5 864 700	394 100	2 192 600	1 048 200	3 623 200	394 100	591 100	492 600	–	–	837 400	98 500	**29 654 100**
IV Culture	25 962 100	10 586 600	3 770 300	1 806 300	2 015 000	6 120 600	1 425 600	438 400	677 900	–	440 900	221 800	284 200	**53 749 700**
V Communication and information	12 641 300	7 407 900	1 441 900	1 048 700	1 442 000	4 365 400	1 179 800	131 100	393 200	–	3 014 900	26 200	65 600	**33 158 000**
UNESCO Institute for Statistics	–	–	–	–	–	–	–	–	–	–	9 128 600	–	–	**9 128 600**
Field – Management of decentralized programmes	–	56 189 400	–	–	–	–	–	–	–	–	–	–	–	**56 189 400**
Total, Part II.A	**107 198 800**	**126 505 200**	**13 215 500**	**12 532 200**	**12 000 100**	**40 389 100**	**6 994 000**	**2 963 500**	**3 446 900**	**–**	**31 956 400**	**1 449 500**	**838 300**	**359 489 500**
B. Programme-related services														
1. Coordination and monitoring of action to benefit Africa	3 205 100	426 800	320 100	39 400	158 600	98 900	187 600	40 600	28 600	–	–	–	170 600	**4 676 300**
2. Public information	11 157 400	430 700	223 100	3 600	134 900	1 151 400	406 700	95 400	68 600	–	–	–	–	**13 671 800**
3. Strategic planning and programme monitoring	6 345 000	–	246 300	44 300	369 500	415 700	154 700	92 500	44 300	–	–	–	67 700	**7 780 000**
4. Budget planning and management	4 332 200	–	7 000	–	45 000	384 200	20 000	21 500	30 000	–	–	–	–	**4 839 900**
Total, Part II.B	**25 039 700**	**857 500**	**796 500**	**87 300**	**708 000**	**2 050 200**	**769 000**	**250 000**	**171 500**	**–**	**–**	**–**	**238 300**	**30 968 000**
C. Participation Programme and Fellowships														
1. Participation Programme	930 200	–	10 000	–	13 000	9 000	9 800	2 500	5 700	–	19 000 000	–	–	**19 980 200**
2. Fellowships Programme	695 500	–	–	–	6 500	5 500	33 700	5 000	9 700		1 105 100			**1 861 000**
Total, Part II. C	**1 625 700**	**–**	**10 000**	**–**	**19 500**	**14 500**	**43 500**	**7 500**	**15 400**	**–**	**20 105 100**	**–**	**–**	**21 841 200**
TOTAL, PART II	**133 864 200**	**127 362 700**	**14 022 000**	**12 619 500**	**12 727 600**	**42 453 800**	**7 806 500**	**3 221 000**	**3 633 800**	**–**	**52 061 500**	**1 449 500**	**1 076 600**	**412 298 700**
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION														
A. External relations and cooperation	13 515 500	1 074 800	292 300	680 000	500 600	1 031 800	300 000	71 200	123 800	–	–	–	77 000	**17 667 000**
B. Field management and coordination														
1. Headquarters	4 305 000	–	25 000	–	104 000	144 000	60 000	20 000	21 000	–	–	–	14 200	**4 693 200**
2. Field running costs	–	–	4 691 600	–	2 013 800	372 200	10 681 100	1 004 600	883 600	84 300	–	–	134 000	**19 865 200**
C. Human resources management	16 715 700	–	1 458 200	109 300	192 800	2 652 100	88 100	24 500	69 000	–	6 616 800	–	4 807 700	**32 734 200**
D. Accounting, treasury management and financial control	9 107 400	–	19 100	–	151 400	122 600	31 300	–	–	–	–	–	1 105 000	**10 536 800**
E. Administration	59 586 700	–	2 272 600	112 400	206 500	1 669 700	17 064 500	927 500	2 303 900	13 784 000	–	–	–	**97 927 800**
TOTAL, PART III	**103 230 300**	**1 074 800**	**8 758 800**	**901 700**	**3 169 100**	**5 992 400**	**28 225 000**	**2 047 800**	**3 401 300**	**13 868 300**	**6 616 800**	**–**	**6 137 900**	**183 424 200**
TOTAL, PARTS I - III	**258 009 500**	**128 437 500**	**29 727 600**	**15 500 500**	**16 514 400**	**51 835 700**	**37 334 500**	**5 678 800**	**8 505 500**	**15 368 300**	**64 308 700**	**1 449 500**	**7 679 100**	**640 349 600**
Reserve for reclassifications / merit-based promotions	**1 335 300**	**664 700**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**2 000 000**
PART IV – ANTICIPATED COST INCREASES	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**10 650 400**	**10 650 400**
TOTAL, PARTS I - IV	**259 344 800**	**129 102 200**	**29 727 600**	**15 500 500**	**16 514 400**	**51 835 700**	**37 334 500**	**5 678 800**	**8 505 500**	**15 368 300**	**64 308 700**	**1 449 500**	**18 329 500**	**653 000 000**

Annex VII – Summary of extrabudgetary operational projects by source of fund, main line of action and beneficiary region

The figures shown in this table represent funds already received or firmly committed, including the costs of posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Part	Region	2010-2011						
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	Total
				Donated	Self-Benefiting			
		$	$	$	$	$	$	$
PART I – GENERAL POLICY AND DIRECTION								
A.	**Governing bodies**							
1.	General Conference	–	–	–	–	–	–	–
2.	Executive Board	–	–	–	–	–	–	–
	Total, I.A – Interregional	**–**	**–**	**–**	**–**	**–**	**–**	**–**
B.	**Direction**							
3.	Directorate	–	–	–	–	–	–	–
4.	Office of the Director-General	–	–	622 600	–	–	–	622 600
5.	Internal Oversight	–	–	722 600	–	–	91 800	814 400
6.	International Standards and Legal Affairs	–	–	–	–	–	–	–
7.	Ethics Programme	–	–	–	–	–	–	–
	Total, I.B – Interregional	**–**	**–**	**1 345 200**	**–**	**–**	**91 800**	**1 437 000**
C.	**Participation in the Joint Machinery of the United Nations System**	–	–	–	–	–	–	–
	Total, PART I – Interregional	**–**	**–**	**1 345 200**	**–**	**–**	**91 800**	**1 437 000**
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES								
A.	**Programmes**							
I	**EDUCATION**							
	Staff – Africa	–	–	285 200	–	–	–	285 200
	Staff – Arab States	–	–	402 000	–	–	–	402 000
	Staff – Asia and the Pacific	–	–	440 000	–	–	–	440 000
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	1 000 500	–	–	–	1 000 500
	Total, Staff	–	–	*2 127 700*	–	–	–	*2 127 700*
I.1	Africa	–	948 700	50 000	440 000	–	328 000	1 766 700
	Arab States	–	1 500 000	3 600 900	244 100	–	–	5 345 000
	Asia and the Pacific	–	430 000	8 295 000	–	–	–	8 725 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	250 000	–	–	–	250 000
	Interregional	–	38 000	550 000	–	–	–	588 000
	Total, I.1	–	*2 916 700*	*12 745 900*	*684 100*	–	*328 000*	*16 674 700*
I.2	Africa	–	–	–	333 300	–	–	333 300
	Arab States	–	–	250 000	–	–	–	250 000
	Asia and the Pacific	–	416 800	10 000	–	–	–	426 800
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	1 240 000	–	–	–	1 240 000
	Interregional	–	–	670 000	–	200 000	545 000	1 415 000
	Total, I.2	–	416 800	2 170 000	333 300	200 000	545 000	3 665 100

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		$	$	$	$	$	$	$
I.3	Africa	–	208 700	1 650 000	–	–	–	1 858 700
	Arab States	–	10 000	–	–	–	–	10 000
	Asia and the Pacific	–	1 318 400	215 300	–	–	–	1 533 700
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	778 900	150 000	6 372 400	–	–	7 301 300
	Interregional	–	2 500 000	1 084 300	–	–	575 000	4 159 300
	Total, I.3	–	*4 816 000*	*3 099 600*	*6 372 400*	–	*575 000*	*14 863 000*
I.4	Africa	–	169 000	37 500	–	–	–	206 500
	Arab States	–	–	91 600	–	–	–	91 600
	Asia and the Pacific	–	–	827 700	–	–	576 000	1 403 700
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	69 300	–	1 010 700	–	–	1 080 000
	Interregional	–	–	1 200 000	–	–	20 696 000	21 896 000
	Total, I.4	–	*238 300*	*2 156 800*	*1 010 700*	–	*21 272 000*	*24 677 800*
UNESCO education institutes								
	IBE	–	–	–	–	–	–	–
	IIEP	–	–	–	–	–	–	–
	UIL	–	–	–	–	–	–	–
	IITE	–	–	–	–	–	–	–
	IICBA	–	–	–	–	–	–	–
	IESALC	–	–	–	–	–	–	–
	Total, UNESCO education institutes	–	–	–	–	–	–	–
	Total, Major Programme I	**–**	**8 387 800**	**22 300 000**	**8 400 500**	**200 000**	**22 720 000**	**62 008 300**
II	**NATURAL SCIENCES**	–	–	–	–	–	–	
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	927 900	–	–	–	927 900
	Total, Staff	–	–	*927 900*	–	–	–	*927 900*
II.1	Africa	–	–	200 000	–	–	90 000	290 000
	Arab States	–	–	–	500 000	–	3 000 000	3 500 000
	Asia and the Pacific	–	–	50 000	–	–	–	50 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	1 317 800	–	–	1 317 800
	Interregional	–	–	740 000	–	–	13 115 000	13 855 000
	Total, II.1	–	–	*990 000*	*1 817 800*	–	*16 205 000*	*19 012 800*
II.2	Africa	–	–	1 000 000	–	–	–	1 000 000
	Arab States	–	–	–	3 000 000	–	–	3 000 000
	Asia and the Pacific	–	–	80 000	–	–	–	80 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	1 250 000	–	140 000	340 000	1 730 000
	Total, II.2	–	–	*2 330 000*	*3 000 000*	*140 000*	*340 000*	*5 810 000*

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		$	$	$	$	$	$	$
II.3	Africa	–	–	264 000	–	–	–	264 000
	Arab States	–	515 900	226 300	700 000	–	–	1 442 200
	Asia and the Pacific	–	736 200	833 200	–	–	–	1 569 400
	Europe and North America	–	866 000	367 400	–	–	–	1 233 400
	Latin America and the Caribbean	–	645 200	660 000	6 521 500	–	–	7 826 700
	Interregional	–	40 000	9 062 900	–	–	1 162 800	10 265 700
	Total, II.3	–	*2 803 300*	*11 413 800*	*7 221 500*	–	*1 162 800*	*22 601 400*
II.4	Africa	620 000	–	1 976 000	–	–	–	2 596 000
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	166 400	–	–	–	166 400
	Latin America and the Caribbean	–	–	363 500	–	–	–	363 500
	Interregional	–	–	1 017 700	–	–	4 540 000	5 557 700
	Total, II.4	*620 000*	–	*3 523 600*	–	–	*4 540 000*	*8 683 600*
UNESCO science institutes								
	IHE	–	–	73 000 000	–	–	–	73 000 000
	ICTP	–	6 257 300	48 829 100	–	–	–	55 086 400
	Total, UNESCO science institutes – Interregional	**–**	**6 257 300**	**121 829 100**	**–**	**–**	**–**	**128 086 400**
	Total, Major Programme II	**620 000**	**9 060 600**	**141 014 400**	**12 039 300**	**140 000**	**22 247 800**	**185 122 100**
III	**SOCIAL AND HUMAN SCIENCES**							
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	636 200	–	–	–	636 200
	Total, Staff	–	–	*636 200*	–	–	–	*636 200*
III.1	Africa	–	503 100	–	–	–	–	503 100
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	4 200 000	–	–	1 115 100	–	–	5 315 100
	Interregional	–	–	–	–	–	280 000	280 000
	Total, III.1	*4 200 000*	*503 100*	–	*1 115 100*	–	*280 000*	*6 098 200*
III.2	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	15 826 700	678 600	70 000	–	–	3 700 000	20 275 300
	Interregional	–	–	–	–	–	–	–
	Total, III.2	*15 826 700*	*678 600*	*70 000*	–	–	*3 700 000*	*20 275 300*
III.4	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	15 000	15 000
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	–	–
	Total, III.4	–	–	–	–	–	15 000	15 000
	Total, Major Programme III	**20 026 700**	**1 181 700**	**706 200**	**1 115 100**	**–**	**3 995 000**	**27 024 700**

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		$	$	$	$	$	$	$
IV	**CULTURE**							
	Staff – Africa		–	155 200	–	–	–	155 200
	Staff – Arab States		–	649 200	–	–	–	649 200
	Staff – Asia and the Pacific		–	–	–	–	–	–
	Staff – Europe and North America		–	361 000	–	–	–	361 000
	Staff – Latin America and the Caribbean		–	412 600	–	–	–	412 600
	Staff – Interregional		–	2 452 100	–	–	–	2 452 100
	Total, Staff	–	–	*4 030 100*	–	–	–	*4 030 100*
IV.1	Africa		350 000	4 942 700	–	–	–	5 292 700
	Arab States		967 600	1 000 000	–	–	–	1 967 600
	Asia and the Pacific		600 000	4 013 300	–	–	150 000	4 763 300
	Europe and North America		1 655 500	3 361 300	–	–	–	5 016 800
	Latin America and the Caribbean	2 054 900	100 000	75 000	337 600	–	–	2 567 500
	Interregional		100 000	4 549 200	–	60 000	8 572 400	13 281 600
	Total, IV.1	*2 054 900*	*3 773 100*	*17 941 500*	*337 600*	*60 000*	*8 722 400*	*32 889 500*
IV.2	Africa		1 777 700	60 400	–	–	–	1 838 100
	Arab States		–	1 000 000	–	–	–	1 000 000
	Asia and the Pacific		–	288 300	–	–	–	288 300
	Europe and North America		–	33 400	–	–	–	33 400
	Latin America and the Caribbean	1 285 700	–	185 000	–	–	–	1 470 700
	Interregional		–	130 000	–	–	3 641 600	3 771 600
	Total, IV.2	*1 285 700*	*1 777 700*	*1 697 100*	–	–	*3 641 600*	*8 402 100*
IV.3	Africa		–	–	–	–	–	–
	Arab States		–	921 900	–	–	1 630 000	2 551 900
	Asia and the Pacific		–	766 600	–	–	–	766 600
	Europe and North America		698 800	384 100	–	–	150 000	1 232 900
	Latin America and the Caribbean		–	–	–	–	–	–
	Interregional		–	–	–	–	20 000	20 000
	Total, IV.3	–	*698 800*	*2 072 600*	–	–	*1 800 000*	*4 571 400*
IV.4	Africa		4 582 000	–	–	–	–	4 582 000
	Arab States		5 591 500	–	–	–	–	5 591 500
	Asia and the Pacific		534 100	50 000	–	–	–	584 100
	Europe and North America		–	–	–	–	–	–
	Latin America and the Caribbean		824 200	–	–	–	–	824 200
	Interregional		447 500	150 000	–	–	180 000	777 500
	Total, IV.4	–	*11 979 300*	*200 000*	–	–	*180 000*	*12 359 300*
IV.5	Africa		2 829 000	1 500 000	–	–	59 500	4 388 500
	Arab States		–	–	–	–	–	–
	Asia and the Pacific		917 800	90 000	–	–	–	1 007 800
	Europe and North America		80 000	–	–	–	–	80 000
	Latin America and the Caribbean		3 448 000	–	–	–	–	3 448 000
	Interregional		–	200 000	–	–	–	200 000
	Total, IV.5	–	*7 274 800*	*1 790 000*	–	–	*59 500*	*9 124 300*
	Total, Major Programme IV	**3 340 600**	**25 503 700**	**27 731 300**	**337 600**	**60 000**	**14 403 500**	**71 376 700**

Part	Region	2010-2011						
		United Nations Sources		Other Sources				Total
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		$	$	$	$	$	$	$
V	**COMMUNICATION AND INFORMATION**							
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	1 155 300	–	–	–	1 155 300
	Total, Staff	–	–	*1 155 300*	–	–	–	*1 155 300*
V.1	Africa	–	338 600	298 800	–	–	–	637 400
	Arab States	–	6 153 700	586 200	–	–	230 000	6 969 900
	Asia and the Pacific	–	–	98 900	–	–	–	98 900
	Europe and North America	–	–	382 800	–	–	–	382 800
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	–	–
	Total, V.1	–	*6 492 300*	*1 366 700*	–	–	*230 000*	*8 089 000*
V.2	Africa	–	614 200	2 495 800	–	–	–	3 110 000
	Arab States	–	–	–	–	–	10 000	10 000
	Asia and the Pacific	–	–	99 500	–	–	–	99 500
	Europe and North America	–	–	32 300	–	–	–	32 300
	Latin America and the Caribbean	432 000	–	–	–	–	–	432 000
	Interregional	–	–	51 300	–	–	3 000 000	3 051 300
	Total, V.2	*432 000*	*614 200*	*2 678 900*	–	–	*3 010 000*	*6 735 100*
V.3	Africa	–	417 100	39 000	–	–	–	456 100
	Arab States	–	819 600	402 500	59 629 400	–	–	60 851 500
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	1 664 000	–	45 400	4 039 400	–	–	5 748 800
	Interregional	–	–	158 400	–	73 600	55 900	287 900
	Total, V.3	*1 664 000*	*1 236 700*	*645 300*	*63 668 800*	*73 600*	*55 900*	*67 344 300*
	Total, Major Programme V	**2 096 000**	**8 343 200**	**5 846 200**	**63 668 800**	**73 600**	**3 295 900**	**83 323 700**
UNESCO Institute for Statistics		–	–	–	–	–	–	–
Field – Management of decentralized programmes		–	–	1 312 900	–	–	–	1 312 900
	Total, II.A	**26 083 300**	**52 477 000**	**198 911 000**	**85 561 300**	**473 600**	**66 662 200**	**430 168 400**
B.	**Programme-related services**							
1.	Coordination and monitoring of action to benefit Africa	–	–	2 861 300	–	–	–	2 861 300
2.	Public information	–	–	1 283 200	–	–	–	1 283 200
3.	Strategic Planning and Programme Monitoring	–	100 000	458 400	–	–	–	558 400
4.	Budget planning and management	–	–	3 106 800	–	–	–	3 106 800
	Total, II.B	**–**	**100 000**	**7 709 700**	**–**	**–**	**–**	**7 809 700**
C.	**Participation Programme and Fellowships**							
1.	Participation Programme	–	–	–	–	–	–	–
2.	Fellowships Programme	–	–	3 364 900	–	–	60 000	3 424 900
	Total, II.C	**–**	**–**	**3 364 900**	**–**	**–**	**60 000**	**3 424 900**
	TOTAL, PART II	**26 083 300**	**52 577 000**	**209 985 600**	**85 561 300**	**473 600**	**66 722 200**	**441 403 000**

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		$	$	$	$	$	$	$
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION								
A.	**External relations and cooperation**	–	–	5 819 700	–	125 900	–	5 945 600
B.	**Field management and coordination**	–	–	669 800	–	–	–	669 800
C.	**Human resources management**	–	–	500 000	–	–	–	500 000
D.	**Accounting, treasury management and financial control**	–	–	1 827 200	–	–	–	1 827 200
E.	**Administration**							
1.	Administrative coordination and support	–	–	197 000	–	–	–	197 000
2.	Procurement	–	–	770 500	–	–	–	770 500
3.	Information systems and telecommunications	–	–	2 872 300	–	–	–	2 872 300
4.	Conferences, languages and documents	–	–	2 484 000	–	–	–	2 484 000
5.	Common services, security, utilities and management of premises and equipment	–	–	4 600 000	–	–	–	4 600 000
6.	Maintenance, conservation and renovation of Headquarters premises	–	–	–	–	–	45 000	45 000
	Total, III.E	**–**	**–**	**10 923 800**	**–**	**–**	**45 000**	**10 968 800**
	TOTAL, PART III	**–**	**–**	**19 740 500**	**–**	**125 900**	**45 000**	**19 911 400**
	GRAND TOTAL	**26 083 300**	**52 577 000**	**231 071 300**	**85 561 300**	**599 500**	**66 859 000**	**462 751 400**

SUMMARY BY REGION

	Africa	620 000	12 235 000	17 815 900	773 300	102 200	477 500	32 023 900
	Arab States	–	16 061 400	10 450 600	64 073 500	–	4 885 000	95 470 500
	Asia and the Pacific	–	4 953 300	16 403 100	–	–	726 000	22 082 400
	Europe and North America	–	3 300 300	5 326 300	–	–	150 000	8 776 600
	Latin America and the Caribbean	25 463 300	6 544 200	4 281 500	20 714 500	–	3 700 000	60 703 500
	Interregional	–	9 482 800	176 793 900	–	497 300	56 920 500	243 694 500
	GRAND TOTAL	**26 083 300**	**52 577 000**	**231 071 300**	**85 561 300**	**599 500**	**66 859 000**	**462 751 400**

Annex VIII – Summary of self-financing funds (extrabudgetary)

This summary contains the essential administrative and budget data concerning extrabudgetary resources – self-financing funds, which appear under the Parts and Chapters of the Programme and Budget for 2010-2011 to which they relate.

(a) Special Accounts for Programme Support Cost levied on Extrabudgetary Projects

INCOME		EXPENDITURE		
	Total			**Total**
	$		**$**	**$**
A. **Funds-in-Trust Overhead Costs Account (FITOCA)**		A. **Funds-in-Trust Overhead Costs Account (FITOCA)**		
is funded by the Programme Support Cost income from extrabudgetary projects in order to defray part of UNESCO's costs in connection with the administrative and technical backstopping of projects.	40 176 900	Established posts (87)	26 176 900	
		Other costs	14 000 000	
		Total, A.		40 176 900
Grand total	**40 176 900**	**Grand total**		**40 176 900**

(b) Headquarters Utilization Fund

INCOME	Total
	$
A. Income related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income: (a) Income from letting office space in the Miollis building (b) Income from letting parking lots and miscellaneous income (c) Income from letting premises to commercial partners (bank, news-stand, coffee machines, GSM telephone relays, etc.)	11 328 400
B. Income from letting exhibition spaces and Room I	917 000
C. Income from letting conference rooms	1 410 800
D. Income from letting audiovisual equipment	1 017 400
E. Investment income	437 500
Grand total	**15 111 100**

EXPENDITURE	Total
	$
A. Expenditure related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income: (a) utilities (electricity, heating, water, air, taxes), (b) insurance, (c) staff costs, (d) temporary assistance, (e) materials and equipment, (f) maintenance of premises and (g) provision for long-term maintenance and conservation of revenue generating premises.	11 635 900
B. Expenditure related to letting exhibition spaces and Room I (a) utilities (electricity, heating, water, air, taxes), (b) insurance, (c) staff costs, (d) temporary assistance, (e) materials and equipment, (f) maintenance of premises and (g) provision for long-term maintenance & conservation of revenue generating premises.	917 000
C. Expenditure related to letting conference rooms: (a) utilities (electricity, heating, water, air, taxes), (b) insurance, (c) staff costs, (d) temporary assistance, (e) materials and equipment, (f) maintenance of premises and (g) provision for long-term maintenance and conservation of revenue generating premises.	1 410 800
D. Expenditure related to letting audiovisual equipment (a) staff costs, (b) materials and equipment	1 017 400
E. Official residence of the Director-General (annual charges, maintenance and furnishing)	130 000
Grand total *	**15 111 100**

* Overall share of established posts, in conformity with the Financial Regulations of the Special Account for the Headquarters Utilization Fund (162 EX/Decision 7.10), will not exceed 50% of the total expenditure and the staff cost charged for any Secretariat structure will not exceed the income generated by this structure to the Special Account.

(c) Public Information, Liaison and Relations Fund

INCOME			Total
		$	$
A. UNESCO Coupons Programme			
(1) Commissions		375 000	
(2) Interest		1 000 000	
	Total, A.		1 375 000
B. Philatelic and Numismatic Programme			
Revenue from sales			280 000
	Grand total		**1 655 000**

EXPENDITURE			Total
		$	$
A. UNESCO Coupons Programme			
I. Personnel costs:			
(1) Established posts (6)		1 231 000	
(2) Temporary assistance		10 000	
	Subtotal, I		1 241 000
II. Administrative costs:			
(1) Printing (brochures, coupons, circulars, etc)		30 000	
(2) Equipment and supplies		10 000	
(3) Contracts to distributors		25 000	
(4) Travel and missions		50 000	
(5) Miscellaneous		5 000	
(6) Hospitality		2 000	
	Subtotal, II		122 000
III. Transfer to reserves			12 000
	Total, A.		1 375 000
B. Philatelic and Numismatic Programme			
I. Personnel costs:			
Established posts (1)		174 000	
	Subtotal, I		174 000
II. Administrative costs:			
Cost of goods sold			106 000
	Total, B		280 000
	Grand total		**1 655 000**

(d) Publications and Auditory and Visual Material Fund

INCOME								
		Publications	**VIM**	**Total**			**Publications**	**VIM**	**Total**
		$	$	$			$	$	$
A.	Sales	1 200 000	235 000	1 435 000	I.	Personnel costs:			
						Established post (0.5)	–	87 000	87 000
						Established post (1)	155 000	–	155 000
						Temporary assistance and overtime	110 000	6 500	116 500
B.	Royalties	400 000	–	400 000	II.	Production costs	567 000	82 000	649 000
					III.	Royalties	147 000	–	147 000
					IV.	Commissions	147 000	–	147 000
					V.	Freight/postage	197 000	3 000	200 000
					VI.	Equipment and supplies	60 000	56 500	116 500
					VII.	Promotion and distribution	217 000	–	217 000
	Grand total	**1 600 000**	**235 000**	**1 835 000**		**Grand total**	**1 600 000**	**235 000**	**1 835 000**

(e) Special Account for Interpretation Services

INCOME		EXPENDITURE	
	Total		**Total**
	$		**$**
A. Invoices to:		I. Personnel costs:	
UNESCO Sectors (regular programme and extrabudgetary funds)	2 082 750	Established posts (2)	527 000
Non-UNESCO users (Delegations, NGOs, etc.)	694 250	Temporary assistance	2 250 000
Grand total	**2 777 000**	**Grand total**	**2 777 000**

(f) Special Account for Documents

INCOME			EXPENDITURE		
		Total			**Total**
		$	A.		$
A.	Income from document production	2 953 000	I.	Established posts (1.5)	293 000
			II.	Overtime and temporary assistance	480 000
			III.	External production contracts	535 000
			IV.	Rental and maintenance of equipment	620 000
			V.	Production supplies	500 000
			VI	Acquisition of equipment	525 000
				Total, I-VI	2 953 000
B.	Income from translation	2 300 000	B.		
			I	Established posts (1.5)	293 000
			II.	Temporary assistance	265 000
			III.	External translation contracts	1 742 000
				Total, I-III	2 300 000
			C.		
C.	Other income	72 000	I.	Other expenditure	72 000
	Grand total	**5 325 000**		**Grand total**	**5 325 000**

(g) UNESCO Staff Savings and Loan Services

INCOME			EXPENDITURE		
		Total			**Total**
		$			$
A.	Interest on loans to members	4 600 000	I.	Personnel costs: Established posts (10)	2 278 000
B.	Bank and investment interest	25 000 000	II.	Administrative expenses	550 000
			III.	Loan insurance	430 000
			IV.	Computer expenses	100 000
			V.	Other costs	700 000
			VI.	Contribution to the costs of fees of the External Auditor	23 800
			VII.	Contribution to subscriptions to banking services	20 000
				Total, I-VII	4 101 800
				Interest paid to members	25 498 200
	Grand total	**29 600 000**		**Grand total**	**29 600 000**

Organizational Chart of the UNESCO Secretariat 2010-2011

Director-General
Deputy Director-General
Office of the Director-General (ODG)

Secretariat of the Governing Bodies (GBS)

Office of International Standards and Legal Affairs (LA)

Internal Oversight Service (IOS)

Ethics Office (ETH)

Africa Department (AFR)

Secretariat of the Félix Houphouët-Boigny Peace Prize (CRP)

Bureau of Strategic Planning (BSP)

Bureau of Human Resources Management (HRM)

Bureau of Public Information (BPI)

Bureau of the Comptroller (BOC)

Bureau of the Budget (BB)

Bureau of Field Coordination (BFC)

Education Sector (ED)

Executive Office **(ED/EO)**

- Monitoring Report Team . . . . . **ED/MRT**
- Division for the Coordination of Education for All . . . . . **ED/EFA**
- Division for the Promotion of Basic Education . . . . . **ED/BAS**
- Division of Higher Education . . . . . **ED/HED**
- Division for the Coordination of United Nations priorities in Education . . . . **ED/UNP**
- Division of Education Strategies and Capacity-Building . . . . . **ED/ESB**

Natural Sciences Sector (SC)

Executive Office **(SC/EO)**

- Division of Basic and Engineering Sciences . . . . . **SC/BES**
- Division of Ecological and Earth Sciences . . . . . **SC/EES**
- Division of Water Sciences . . . . . **SC/HYD**
- Division of Science Policy and Sustainable Development . . . . . **SC/PSD**

Secretariat of the UNESCO Intergovernmental Oceanographic Commission (IOC)

Social and Human Sciences Sector (SHS)

Executive Office **(SHS/EO)**

- Division of Social Sciences Research and Policy . . . . . **SHS/SRP**
- Division of Ethics of Science and Technology. . . . . **SHS/EST**
- Division of Human Rights, Philosophy and Democracy . . . . . **SHS/HPD**

UNESCO Institute for Statistics **(UIS)** Montreal

International Centre for Theoretical Physics **(ICTP)** Trieste

UNESCO-IHE Institute for Water Education **(UNESCO-IHE)** Delft

Culture Sector (CLT)

Executive Office **(CLT/EO)**

- **World Heritage Centre** . . . . . **CLT/WHC**
- Division of Cultural Objects and Intangible Heritage . . . . . **CLT/CIH**
- Division of Cultural Expressions and Creative Industries . . . . . **CLT/CEI**
- Division of Cultural Policies and Intercultural Dialogue. . . . . **CLT/CPD**

Communication and Information Sector (CI)

Executive Office **(CI/EO)**

- Division for Freedom of Expression, Democracy and Peace . . . . . **CI/FED**
- Communication Development Division . . . . . **CI/COM**
- Information Society Division . . . . . **CI/INF**

Sector for External Relations and Cooperation (ERC)

Executive Office **(ERC/EO)**

- Division of Relations with Member States and National Commissions . . . . . **ERC/RSC**
- Division of Relations with Organizations and New Partnerships . . . . . **ERC/RPO**
- Division of Cooperation with Extrabudgetary Funding Sources . . . . . **ERC/CFS**

Sector for Administration (ADM)

Executive Office **(ADM/EO)**

- Division of Procurement . . . . . **ADM/PRO**
- Division of Information Systems and Telecommunications . . . . . **ADM/DIT**
- Division of Conferences, Languages and Documents . . . . . **ADM/CLD**
- Headquarters Division . . . . . **ADM/HQD**

- UNESCO International Bureau of Education **(IBE)** - Geneva
- UNESCO International Institute for Educational Planning **(IIEP)** - Paris and Buenos Aires
- UNESCO Institute for Lifelong Learning **(UIL)** - Hamburg
- UNESCO Institute for Information Technologies in Education **(IITE)** - Moscow
- UNESCO International Institute for Higher Education in Latin America and the Caribbean **(IESALC)** - Caracas
- UNESCO International Institute for Capacity-Building in Africa **(IICBA)** - Addis Ababa
- Mahatma Gandhi Institute of Education for Peace and Sustainable Development **(MGIEP)** - New Delhi
- UNESCO European Centre for Higher Education **(CEPES)** - Bucharest
- UNESCO International Centre for Technical and Vocational Education and Training **(UNEVOC)** - Bonn
- UNRWA/UNESCO Department of Education

UNESCO Offices

AFRICA

Cluster Offices and Regional Bureaux
- UNESCO Office in Dakar and Regional Bureau for Education
- UNESCO Office in Nairobi and Regional Bureau for Science
- UNESCO Office in Accra
- UNESCO Office in Addis Ababa
- UNESCO Office in Bamako
- UNESCO Office in Dar es Salaam
- UNESCO Office in Harare
- UNESCO Office in Libreville
- UNESCO Office in Windhoek
- UNESCO Office in Yaoundé

National Offices
- UNESCO Office in Abuja
- UNESCO Office in Brazzaville
- UNESCO Office in Bujumbura
- UNESCO Office in Kinshasa
- UNESCO Office in Maputo

ARAB STATES

Cluster Offices and Regional Bureaux
- UNESCO Office in Beirut and Regional Bureau for Education
- UNESCO Office in Cairo and Regional Bureau for Science
- UNESCO Office in Doha
- UNESCO Office in Rabat

National Offices
- UNESCO Office in Amman
- UNESCO Office for Iraq
- UNESCO Office in Ramallah
- UNESCO Office in Sudan

ASIA AND THE PACIFIC

Cluster Offices and Regional Bureaux
- UNESCO Office in Bangkok and Regional Bureau for Education
- UNESCO Office in Jakarta and Regional Bureau for Science
- UNESCO Office in New Delhi
- UNESCO Office in Almaty
- UNESCO Office in Apia
- UNESCO Office in Beijing
- UNESCO Office in Tehran

National Offices
- UNESCO Office in Dhaka
- UNESCO Office in Hanoi
- UNESCO Office in Islamabad
- UNESCO Office in Kabul
- UNESCO Office in Kathmandu
- UNESCO Office in Phnom Penh
- UNESCO Office in Tashkent

LATIN AMERICA AND THE CARIBBEAN

Cluster Offices and Regional Bureaux
- UNESCO Office in Havana and Regional Bureau for Culture
- UNESCO Office in Montevideo and Regional Bureau for Science
- UNESCO Office in Santiago and Regional Bureau for Education
- UNESCO Office in Quito
- UNESCO Office in Kingston
- UNESCO Office in San José

National Offices
- UNESCO Office in Brasilia
- UNESCO Office in Guatemala
- UNESCO Office in Lima
- UNESCO Office in Mexico
- UNESCO Office in Port-au-Prince

EUROPE AND NORTH AMERICA

Cluster Offices and Regional Bureaux
- UNESCO Office in Venice and Regional Bureau for Science and Culture in Europe (Italy)
- UNESCO Office in Moscow

UNESCO Liaison Offices
- UNESCO Liaison Office in Geneva
- UNESCO Liaison Office in New York