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Educational, Scientific and
Cultural Organization

Organisation
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pour l'éducation,
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Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
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منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

Address by Irina Bokova,

Director-General of UNESCO

on the occasion of the Information Meeting of the Executive Board

Implementing the 37 C/5

UNESCO, 12 February 2014

Excellence, Monsieur le Président du Conseil exécutif,

Excellence, Monsieur le Président de la Conférence générale

Excellences, Mesdames et Messieurs,

Nous sommes réunis pour notre première réunion informelle depuis la Conférence générale.

Vous avez posé beaucoup de questions, près de 100 au total.

Ce nombre illustre l'engagement profond des États membres en faveur de l'Organisation, et je vous en suis reconnaissante.

Nous avons terminé l'exercice précédent avec une Organisation plus concentrée, et profondément réformée, sur la base de l'évaluation externe indépendante et de notre feuille de route.

Cette réforme a porté ses fruits, et permis de réduire les coûts en augmentant l'efficacité.

Notre principale tâche, à présent, est de nous concentrer sur la meilleure exécution du programme et le recentrage de nos priorités.

Nous devons le faire dans une situation financière contraignante, qui limite forcément l'étendue et la force de notre impact sur le terrain.

C'est une raison supplémentaire pour nous concentrer sur les domaines où nous pouvons faire la plus grande différence, et faire valoir notre valeur ajoutée.

La nouvelle Stratégie à moyen terme illustre notre détermination commune à concentrer nos efforts pour améliorer nos résultats.

Elle témoigne aussi d'un engagement renouvelé pour nos deux priorités globales : l'Afrique et l'Égalité entre les sexes.

Je remercie les États membres pour leur soutien à la stratégie opérationnelle de la Priorité Afrique et au plan d'action pour l'égalité entre les sexes 2014-2021.

Je vais faire avancer les six projets phares, pour accompagner la Renaissance Africaine – et travailler en étroite collaboration avec les États africains, l'Union africaine et les communautés régionales - je le dis en réponse au Groupe V (a) et à l'Angola, et j'en appelle ici au soutien de tous les États membres.

La même détermination guide la mise en œuvre du Plan d'action pour l'égalité entre les sexes, à travers la formation continue et le renforcement des capacités – car l'autonomisation des femmes n'est pas seulement une priorité de l'UNESCO, c'est un défi pour l'ensemble des Nations Unies et toutes les sociétés aujourd'hui.

Lors du dernier biennium, nous avons agi ensemble, afin de préserver les compétences fondamentales de l'UNESCO - comme laboratoire d'idées, leader intellectuel, comme organisme normatif, comme développeur de capacités, comme un architecte des politiques publiques.

La suspension cumulée des contributions pèse aujourd'hui sur l'ensemble de notre travail, et nous n'avons pas d'autre choix que de faire de nécessité vertu.

Ce ne sera pas facile, mais je suis convaincue que nous pouvons y arriver, et dans cet esprit, je vais répondre aux questions que vous avez soulevées.

Ladies and Gentlemen,

The first set of questions was on the financial situation and its impact.

We ended 2013 without a cashflow deficit and the Working Capital Fund fully restored.

We achieved this -- because we reduced expenditure for the last biennium by \$145M, or 22 percent, compared to the 36 C/5, and because I drew on the Emergency Fund to cover the remaining deficit of \$42M, inherited from 2011.

Despite deep efficiency measures – for instance, a 20 percent reduction in administrative/corporate service costs – I must say eliminating the cashflow deficit in the last biennium had costs for programme implementation.

The *Voluntary Mutual Separation Programme* and recruitment freeze resulted in a 20 percent vacancy rate compared to the approved Regular Programme posts.

Activity budgets were reduced by 35 percent.

I am now finalising the cashflow implications of the transition to the \$507M expenditure plan – and financing has been set aside in the Emergency Fund towards these costs – I say this also in reply to the question of Gabon.

Despite the \$8M funding gap in the expenditure plan approved by the General Conference, given the management experience gained with the 36 C/5, I am confident we will also end this biennium with balanced books, and this will guide all our efforts.

In reply to the question of Venezuela on the use of resources, let me emphasise all regular budget resources are being implemented in line with the C/5, and as entered into SISTER.

For extrabudgetary projects, each is linked to a clear programmatic objective and an existing expected result – these are programmed, validated, monitored and reported in SISTER, in line with the objectives of the project agreements.

So, all regular and extrabudgetary funds are allotted in a complementary and mutually supportive manner, in accordance with approved priorities.

Let me turn to the impact of these circumstances – starting with staffing – in reply to questions raised by the Pakistan, United Kingdom, Mexico, Venezuela, the Dominican Republic, Austria, Canada, Germany, France and others.

I wish to start by saying this process is not easy and involves difficult decisions – I am convinced the only way forward is through dialogue and consultation.

I take this opportunity to express deep appreciation to all staff for their work and dedication.

As Decision 192 EX/16 states, UNESCO staff are “*the Organization’s real capital, its competence and expertise, its institutional memory,*” which we must preserve as much as possible.

Let me report on where we stand today.

Last July, at the request of the Executive Board, I started to prepare an indicative staff restructuring plan based on the \$507M ceiling.

Managers were asked to prepare plans in line with the priority rankings of Expected Results, as approved by the Executive Board.

With senior managers, I organised staff meetings on different occasions, myself in July and September, and managers up until recently -- to discuss and listen, and to inform on proposals, particularly those related to the abolition of occupied posts.

In anticipation of reductions in staff costs required by the expenditure plan, I put in place the following measures:

- I maintained the freeze on vacant posts, with the exception of mission critical posts, until the end of 2013;
- I launched a second *Voluntary Mutual Separation Programme* on 9 September -- 74 staff accepted the offer (29 percent professional, 66 percent General Service and 5 percent National Officers -- 49 percent were headquarters staff, 40 percent in the Field and 11 percent in the Institutes).

Since then, 3 additional HQ staff requested and were granted *ad hoc* agreed separations, without enhancement;

- I put in place, as requested by Staff Associations, Flexible Work/Leave arrangements, with a closing date of 11 December -- 15 staff applied, of which 13 were accepted, in the interests of the Organization.

After the General Conference decision, I asked managers to submit detailed restructuring proposals, including abolition of posts as a result of reduced budgetary allocation.

Instructions were provided to delineate that proposals must reflect the decisions on expected results and/or the scaling down of activities in the Corporate Sectors.

Two dedicated experts on organizational design and post classification were hired to support managers, with a view to facilitating submissions by late December.

In response to Mexico and Venezuela, I wish to underline proposals for cost-effective structures are made to support the implementation of the programme in line with the approved expected results.

In January and February 2014, proposals are being carefully reviewed -- to ensure that they are aligned with programmatic priorities and approved allocations of the expenditure plan, that organizational structures are coherent and sound, and that human resources are strategically allocated and post grade levels are aligned to post grading principles of the International Civil Service Commission.

The list of proposed occupied posts for abolition is presently with Staff Associations for comments prior to my final decision -- while 10 working days had been agreed, upon request of a Staff Association, 2 additional days have been accorded for comments.

The list of posts is accompanied by organizational charts and functional statements, to allow the Staff Associations to put the posts proposed for abolition in context and to facilitate commenting.

These charts are in draft form, as some require consultation with you, under Rule 59 at the next Executive Board.

The tentative proposals regarding abolitions stand at around 170 – about 130 at headquarters and about 40 in the field.

The number of vacant posts is around 250 -- 120 at headquarters and 130 in the field.

These figures refer to regular programme and extra-budgetary funded posts.

I must highlight the number of vacant posts reflects actions taken in 2012/2013 to freeze posts and tackle cashflow concerns.

With the approved expenditure plan, I have instructed managers and Human Resources Management to proceed on a priority basis with the advertisement of professional posts in the field.

In line with UNESCO Regulations and Rules, these posts are advertised internally - - allowing internal staff, particularly those informed their posts are included amongst the proposals for abolition, to apply to posts for which they possess the competencies.

Vacant posts will also be included in the redeployment exercise, which will be reviewed to match affected staff against functional minimal skills required for vacant posts -- following the criteria of competencies, performance, integrity and length of service.

Both the competitive and the redeployment review will align staff competencies to programmatic competency needs, in order to allow for stronger programme delivery.

Those posts for which internal staff cannot be identified will be advertised externally, allowing UNESCO to draw on new competencies for priority areas and their delivery.

In this respect, let me address the question of geographic diversity.

As according to the standing rules, the matching of staff against vacant posts in the redeployment review is made on the basis of competence, performance, integrity and length of service --geographical representativeness, national or regional, is not a criterion for retention.

This being said, let me assure you that I strongly support geographical diversity as fundamental for successful programme delivery and in line with the principles set out in the Constitution.

At equal competency, when posts are and will be advertised externally, I will give due regard to geographical representation and gender balance in my appointment decisions.

I wish to be very clear that redeployment is not a mathematical exercise.

Not all staff will necessarily meet the skills profile required nor are all local staff situated in locations where posts are available.

The redeployment process will provide opportunities for international staff, should they meet required skills, including the possibility of transfers, mostly to the field.

Local staff, by contrast, are not deployable outside of the national territory where they work.

I wish to say also that where funding for an expected result is limited or the service level must be reduced and the number of staff are performing those duties, to ensure an equitable and transparent exercise, occupied posts will be abolished and new posts in less numbers will be re-established as *new posts*, to allow staff equal opportunity for review within the redeployment exercise.

Let me give you a hypothetical case.

Ten colleagues in Human Resources Management are performing the same function at the same grade level.

With the new expenditure allocation, HRM reduces the number of posts from 10 to 5 -- consequently, 10 occupied posts are abolished and 5 vacant posts are created

to allow for review of all 10 staff interested in being considered within the redeployment.

This does not mean today that there are 5 vacant posts for which work is not being undertaken, as the 10 staff continue to work until the redeployment decision is finalized.

This situation is especially prevalent at headquarters, and the next months will result in the alignment of resources and competencies to where these are needed, especially in the field.

In this process, transparency and dialogue have remained constant guides.

To support clear communication with staff, Human Resources Management prepared *Frequently Asked Questions* for staff and managers, on restructuring and redeployment.

Managers were tasked to meet individually with affected staff whose posts are included in restructuring proposals before 31 January, if possible.

To ensure all staff are informed, meetings have continued into early February.

Human Resources Management accompanied managers in the individual meetings with affected staff -- so managers could explain the rationale on the basis of programmatic or service level reductions and Human Resources Management could support the understanding of the process.

Once I have made a decision on which posts will be abolished, staff will receive an official memorandum from the Director of Human Resources Management informing of the abolition of their post, effective 4 months after the date of the memorandum.

At that moment, affected staff will be given the opportunity to request an agreed separation or opt to be referred to the Redeployment Group.

For those who do not opt for an agreed separation, the Human Resources Management Bureau will provide them, at the same time as the official notification,

with a list of vacant posts from which they should indicate preferences in relation to their profile, at equal or lower grade.

These preferences will be examined by the Redeployment Group.

In response to France, the Redeployment Group will be chaired by the Deputy Director-General, and composed of the Assistant Director-General of the Bureau for Strategic Planning, the Director of Human Resources Management, with a Senior-level representative from each Sector and Presidents of the Staff Associations.

Let me reassure you, in response to the question from Pakistan as well as the United Kingdom and others, the Redeployment Group will review preferences indicated by affected staff for vacant posts -- matching qualifications and experience to the requirements of the post, and making recommendations to the Director-General following established criteria, while following Regulations and Rules throughout the process.

I am also putting in place additional measures – including an independent psychological counselling service, career support and job search counselling, as well as contacts with UN Agencies worldwide, especially for locally-recruited staff in Field Offices.

In reply to France, let me emphasise the restructuring will be undertaken in line with the decisions of Member States regarding programmatic/budgetary priorities, from which staffing will follow.

Consequently, in light of this process, I must say it is too early to provide specific information of how many staff will be separated.

I must say also the impact of this situation on staff, on the Organization, is significant.

As with all matters of magnitude, the impact is both positive and negative.

On one hand, this allows the Organization to review its structure and staffing, to organise itself more effectively, on a more focused basis, allocating resources for the most impact, while reviewing and updating its skills profile.

This is positive, and important for medium and long-term planning.

At the same time, such an exercise requires a difficult in-depth analysis of where we are and want to be.

We are talking about a shift in culture, which has an emotional impact for all involved and affected -- anxiety, morale, uncertainty, identification of knowledge gaps and investment in bridging that gap require great efforts by management, by staff and by Member States in the short-term as an investment for the medium and the long-term.

It is important also to see the current process as part of the work I started two years ago.

Over the last biennium, I have taken every measure to soften the impact for staff, to preserve their expertise and to ensure effective delivery and action -- these remain my guiding principles in moving forward.

This leads me to the question of the United Kingdom about senior posts and succession planning.

Following approval of the expenditure plan, I have proceeded with filling key senior positions and their advertisement.

I have decided the selection process of Director and above, in addition to Heads of Field Office, are being managed by Human Resources Management on an absolute priority basis.

This includes for the Executive Secretary of the Intergovernmental Oceanographic Commission, three Assistant Directors-General, the Directors of my Office and the Secretariat of the Governing Bodies, and others that have been published.

Succession planning is not limited to senior level posts -- it also addresses staff gaps at all levels.

As you know, succession planning is a priority in the *Action Plan of the Human Resources Management Strategy*.

Planned for 2012/2013, this was delayed as Human Resources Management staff resources had to focus on restructuring and redeployment.

Still, a specific tool to support succession planning, called *MyTalent*, has been launched – this will serve as a single depository of staff skills worldwide, and -- while not intended for this – it will support the redeployment review process.

Let me also highlight changes I have made to support streamlining and reduce costs:

- The Sector of Management of Support Services, previously headed by an Assistant Director-General, is now the Bureau of Management of Support Services, headed by a Director.
- Management responsibilities for the Communication and Information programme have been assigned under the supervision of the one of most senior posts at UNESCO, the Deputy Director-General. I wish to reassure Member States – namely the Dominican Republic -- there will be no loss of focus on this essential programme. I see the assignment of these responsibilities to the DDG as an enhancement, for the effective management of the programme, for a broader vision to act in a cross-cutting manner, fitting with the transversal importance of this programme's work. I am more than confident the DDG will also be able to draw on his past experience in the private sector relating to media. An assessment will be made at the end of the biennium to review the arrangement.
- I have brought the Post-Conflict and Post-Disaster Unit into my Office, to ensure stronger coordination and planning of strategic responses – now renamed *Coordination Response to Crisis Situations and Countries in Transition*.
- I have regrouped the Protocol Unit under the Sector for External Relations and Public Information, as focal point for all protocol and related matters with the host government, as requested on many occasions by Member States.

- I continue efforts to streamline, increase support to programme and reduce administrative costs. At present, an external expert review, in consultation with Programme Assistant Directors-General and Bureaux Directors, is currently reviewing the focus and staffing of Executive and Administrative Offices.

Let me address the question raised by Canada, Germany and Lithuania regarding the Culture Programme.

On analysing the Executive Board's decision to distribute resources among the five Major Programmes according to their share in the 37 C/5, it became clear Major Programme IV would be unduly affected given its statutory obligations.

On this basis, I decided for 2014-2015 to shift \$2 million from Major Programme I, in view of its endowment with extrabudgetary resources, to the Culture Programme.

The \$2 million has been directed to activities in the field -- bringing the budget for field activities to \$2.4 million, 30 percent of the activities budget.

This being said, the impact of the situation is deep.

In accordance with the prioritization exercise, almost all Regular programme resources are allocated to the Conventions.

Even with this concentration, there is little left for capacity-building, for knowledge management or other activities requested by the intergovernmental committees.

The high fixed cost of running statutory meetings has absorbed almost all the activities budget -- leaving only 2.4 million for activities in the field.

The financial situation has required a reduction of 24 posts compared to the US\$ 653 scenario -- from 154 to 130.

While the field has been reinforced, especially in Africa, every structure at Headquarters, except that dealing with the 1970 Convention, has been reduced.

Regarding the World Heritage Centre, under the \$507M expenditure plan, there are 25 posts directly serving the centre, which will also benefit from the 11 posts created in the Conventions Common Services Unit, created to provide common services to all Conventions.

So, the centre's relative proportion of staffing remains fairly constant, at around 23 percent of the total staff in the Programme, and it is worth recalling the Centre is the only division in the Programme holding two Director positions.

Still, the overall situation means the Programme is increasingly dependent on support and secondments – and I take this opportunity to appeal to Member States for their generous engagement.

Ladies and Gentlemen, let me address the question of Germany on programmes rated low (C) by Member States, or which did not achieve a critical mass.

Let me give an example from the Culture Programme, where two Expected Results were ranked with low priority – programmes such as the *International Fund for the Promotion of Culture*, the *Creative Cities Network* and Arts Education, not linked to the 2005 Convention, and the Slave Route project and General History of Africa.

In the current situation, the Sector has decided to suppress the section dealing with non-statutory creativity programmes, whose work will continue with extrabudgetary support.

The *International Fund for the Promotion of Culture* and the Creative Cities Network are currently supported – but no extrabudgetary support has been forthcoming for Arts Education, despite the interest of Member States – I wish to take this opportunity now to encourage such support.

You are aware of my deep commitment to the Slave Route project and General History of Africa.

The Sector has given the maximum funding of 40 percent of the approved budget to this important work.

This will be devoted to the Slave Route project -- while work on the 9th volume of the General History of Africa and the Pedagogical Utilization of the General History of Africa will proceed with the generous contributions of Brazil, Angola and Burkina Faso.

I thank these Member States, and I appeal to the engagement of all – especially during the 20th anniversary of the Slave Route project this year and with the *International Decade for People of African Descent* to be launched next year.

I turn now to questions about extrabudgetary resources, raised by the United States, Mexico, Germany, the United Kingdom, Austria, Switzerland, Oman, Morocco and France.

Let me clarify, first, where we stand.

The Complementary Additional Programme mobilization target for 2012/13 amounted to US\$ 791 M.

The actual funds mobilized between January 2012 and December 2013 amounted to US\$ 553.4 M.

In comparison, the amount mobilized for 2010-2011 was US\$ 518 M – representing a 6.3 percent increase from the 35 C/5 to the 36 C/5 biennium.

Given these positive trends, and in a constrained financial context, I believe the effective management of extrabudgetary funds is absolutely vital for enhanced delivery.

The Complementary Additional Programme was recognised by the External Auditor in 2011 as an important tool to align extrabudgetary activities with the approved Regular Programme.

I have asked the relevant services also to address barriers to fund-raising and project implementation.

There were a number of questions on cost-recovery.

Let me start by clarifying the three types of cost-recovery applied by UNESCO, expressed in the formal policy.

There is, first, the PSC rate (programme support cost), to capture indirect variable costs incurred in support of a project but which cannot be easily charged directly to a project.

The rate stands at 13 percent, applied by most agencies of the UN system to funds-in-trust.

These funds are used for global administrative support, including fund mobilization, and country-level support.

Second, there are direct costs included into each project budget, which are costs incurred directly in the implementation of an activity -- including project appointments, research and publications and meetings and conferences.

Lastly, there is cost-recovery for the time of regular programme staff who work directly on project activities.

This month, we launched a revised budgeting tool that provides for the elaboration of staff and overhead costs required for the implementation of an extrabudgetary project but co-financed from the Regular Programme.

On this basis, we are making improvements for better management across the programme cycle –

- At the level of project/programme design and fund-raising, through training and new tools.
- At the level of project/programme implementation, through simplified procedures, a new *Practical Guide to UNESCO's Extrabudgetary Activities* and the new accountability framework for Field Office Directors.

- At the level of project/programme monitoring and evaluation, through measures to strengthen the evaluation of extrabudgetary projects and updated templates for progress and final narrative reports.

In this context, the United Kingdom asked about the 2005 Convention.

Cost-recovery for this Convention is applied in line with the financial rules and regulations of Special Accounts.

It is important now to clarify the extent to which actual costs related to Conventions are recovered along with the principles the cost-recovery policy.

The newly-launched revised budgeting tools will support this, and the Secretariat will undertake training, to improve the understanding and application of policy.

The Bureau of Financial Management is also working with the Programme to identify where policy application can be enhanced.

Germany underlined the proposal of the External Auditor to use extra-budgetary funding as a short-term loan to cope with cash flow problems.

Following the External Audit Recommendations on the Working Capital Fund, the Secretariat reported amendments to internal borrowing guidelines.

The capacity for internal borrowing was expanded for the Regular Programme from cash available in Special Accounts under Other Proprietary Funds and Special Accounts with accessible reserves under extrabudgetary, in case of unexpected delays of contribution payments, as outlined in document 191 EX/27.

Thanks to timely payment of contributions and the Working Capital Fund, I can confirm the Secretariat did not need to consider using this internal borrowing mechanism.

Oman raised a question about the extrabudgetary resources for the Communication and Information Programme.

Extra-budgetary funds raised by this Programme, at 31 December 2013, stood at \$27M, as opposed to \$18M reported in the 37 C/5.

The Programme also raised \$8M from the European Union, for a project implemented jointly with Social and Human Sciences, with the funds reported under this Programme.

Overall, the ratio between the Programme's regular programme budget and extrabudgetary funds stands at 17/83 — I think this is quite an achievement, reflecting Member State interest as well as the quality of delivery.

Let me reply to another question of Oman regarding the further cuts required of \$5.3M in the biennium.

As I have said, I expect to realise these savings in applying the Implementation Plan, through cost-efficiency measures and other managerial adjustments – as during the 2012-2013 biennium.

I do not envisage specific consultations on this subject, but I will report and consult with the Executive Board in the context of the presentation of the statutory reports on the implementation of the Programme approved by the General Conference and its management chart (EX/4 document).

Mesdames et Messieurs,

Je voudrais à présent aborder les questions portant sur la délégation d'autorité, soulevées par le groupe Va, le Pakistan, le Mexique, le Royaume-Uni, Oman, le Togo et les Etats-Unis.

J'ai publié une note d'Ivoire sur la délégation d'autorité améliorée et des liens hiérarchiques révisés (DG/note/14/3) le 3 Janvier 2014.

Cette réforme est aussi une réponse aux recommandations de l'évaluation externe indépendante, qui a appelé à une plus forte présence sur le terrain, pour positionner l'UNESCO au plus près des besoins, pour améliorer notre action.

Je souhaite une réelle décentralisation du programme et des responsabilités, accompagnées d'une plus grande flexibilité dans la mise en œuvre du programme et de sa gestion.

La prise de décision doit se faire au niveau le plus proche de la mise en œuvre.

C'est pourquoi j'ai délégué aux directeurs et chefs des bureaux l'autorité et la responsabilité dans la conception et la mise en œuvre du programme réalisé au niveau du terrain - sur la base des consultations préalables avec les secteurs au Siège.

Sur cette base, les directeurs et chefs des bureaux hors Siège, dans toutes les régions, auront des pouvoirs accrus pour gérer leurs opérations, leurs ressources financières (budget ordinaire et allocations extrabudgétaires) et leur personnel.

Ces changements sont accompagnés par un système de suivi et une structure simplifiée du réseau Hors Siège, avec le Bureau de la planification stratégique identifié comme point d'entrée unique.

Les directeurs et Chefs des bureaux extérieurs sont désormais responsables de la gestion et de l'utilisation des fonds décentralisés, du budget ordinaire aux ressources extrabudgétaires.

Cette décision s'accompagne d'une responsabilisation accrue du personnel des bureaux hors siège chargés de la gestion et de l'administration.

En réponse au Venezuela qui s'interroge sur les bureaux régionaux dans la région Amérique latine et Caraïbes...

... nous avons entrepris une analyse détaillée de la dotation de tous les bureaux hors Siège, sur la base de normes communes et en tenant compte des contraintes financières.

Je vais soumettre au Conseil exécutif un document qui présentera pour chaque bureau les effectifs, les ressources financières, les ressources extrabudgétaires et les contributions du pays hôte.

Je vais procéder également cette année à un examen de la viabilité de chaque bureau, que je présenterai à la 196e session du Conseil exécutif.

J'espère ainsi que la situation sera pleinement transparente pour le Conseil exécutif.

De nombreux États membres ont soulevé des questions sur la réforme du dispositif Hors-Siège.

Notre nouveau dispositif en Afrique est désormais opérationnel – c'est un saut qualitatif pour mettre en œuvre la stratégie opérationnelle de la Priorité Afrique, répondre aux États membres africains, soutenir l'Union africaine et les communautés économiques régionales.

Notre nouveau dispositif comprend 5 bureaux régionaux multisectoriels et des bureaux nationaux – avec des mandats de représentation, des lignes hiérarchiques claires, des responsabilités de suivi et de coordination entre eux et le siège.

Cette nouvelle architecture établit un cadre solide de reddition de comptes et de coordination entre les bureaux régionaux multisectoriels, les bureaux nationaux, et le cas échéant, les bureaux et les antennes de projet pour la définition, la mise en œuvre, le suivi et l'évaluation des activités du programme - il définit aussi de façon claire les rôles de chacun.

Il n'y a donc pas de duplication avec le siège.

Le rôle stratégique donné aux bureaux régionaux multisectoriels se limite à leur région, tandis que le Département Afrique est responsable des orientations stratégiques générales.

Ce cadre permet d'encourager une culture de la consultation et de travail conjoint entre le siège et le hors siège, pour agir comme une seule et même entité et maintenir un équilibre entre les mandats normatifs et opérationnels.

Les Sous-directeurs généraux sont responsables de la cohérence globale de l'action dans un domaine donné, et ils seront consultés dans la conception et les orientations choisies au niveau du terrain.

Ils seront également chargés du suivi général de la mise en œuvre dans leur domaine de compétence - tandis que les unités hors Siège restent responsables de l'exécution des programmes au niveau de leur pays.

Les fonctions du Département Afrique sont clairement énoncées dans la Note ivoire – et compte tenu de l'importance de cette priorité globale et de la stratégie opérationnelle, le Département Afrique joue, en effet, un rôle essentiel de pilotage stratégique et de cohérence générale.

Permettez-moi de rappeler ici qu'il n'y a pas de liens fonctionnels entre les directeurs ou chefs de bureaux hors Siège et les organes directeurs.

Chaque année cependant, dans le cadre du rapport EX/4 - des données fournies par les directeurs de bureaux hors siège sont présentées au Conseil exécutif.

Il pourrait être intéressant pour un certain nombre de directeurs de bureaux hors siège d'être invités à discuter avec le conseil exécutif ou le groupe Ad Hoc, et je suis convaincue que cette idée mérite d'être examinée très sérieusement, en fonction de l'ordre du jour et de la disponibilité des fonds pour leur transport, parce que ces déplacements ont un coût.

La délégation d'autorité suppose en contrepartie une responsabilité accrue et une stricte reddition de comptes, et je crois que le nouveau cadre établit des règles parfaitement claires en ce sens.

Les performances des unités Hors Sièges seront évaluées par une série d'indicateurs.

L'évaluation externe indépendante a recommandé que l'UNESCO se rapproche du terrain et c'est ce que nous faisons, et nous allons continuer.

Nous devons aussi être clairs : le plan de dépenses approuvé se traduira par une réduction importante des ressources de l'UNESCO, au siège et sur le terrain.

J'ai fait des efforts importants pour minimiser l'impact sur le réseau hors siège, mais nous devons être réalistes, l'impact sera réel, sur la capacité de certains bureaux à offrir la gamme complète de nos programmes, nous devons en être conscients.

Le Nigéria a posé une question sur l'optimisation de l'espace, et j'y répons très volontiers, c'est en effet très important.

J'ai lancé un examen complet de l'occupation des bureaux du Siège, pour réduire les coûts et optimiser l'utilisation de l'espace, en conformité avec le Manuel Administratif.

Il est ressorti de cet examen que deux programmes (Culture et Communication et Information) pouvaient être transférés sur le site Fontenoy, ce qui a été fait l'année dernière.

Dans les circonstances actuelles, il n'a pas été possible de financer ce déménagement sur fonds réguliers.

C'est pourquoi, en conformité avec le Règlement financier du Fonds d'utilisation des locaux du Siège, j'ai consulté le Comité du Siège sur l'utilisation éventuelle de ce fonds pour mener les opérations de déménagement, de rénovation et de regroupement, dans la limite de 1,2 M €.

Le Comité du Siège l'a approuvé, et les dépenses pour les phases initiales s'élèvent à 500 000 €.

Pour aller de l'avant, j'ai ensuite décidé de regrouper l'ensemble du Secrétariat sur le site de Fontenoy, en transférant également les sciences naturelles et les sciences sociales et humaines, toujours situées dans le bâtiment Bonvin.

Cette opération est en cours, et je ferai rapport en temps voulu.

J'en viens maintenant à la question posée par la République Dominicaine, sur les sciences sociales et humaines.

J'ai réorganisé ce programme autour de deux divisions :

1. la Division des transformations sociales et du dialogue interculturel, elle-même divisée en deux sections :

- La section recherche, politique et prospective

- La section politiques publiques et renforcement des capacités
2. La Division de l'éthique, de la jeunesse et des sports, qui sera elle-même divisée en deux sections,
- Bioéthique et COMEST
 - Jeunesse et sport

Je suis convaincue que cette nouvelle structure et l'orientation programmatique qui lui correspond vont permettre de mieux intégrer le travail du programme sur la gestion des transformations sociales (MOST) – et permettra également de faire en sorte que les dimensions culturelles des transformations sociales soient reconnues et reflétés dans la recherche et les politiques.

In reply to the question on why the fields of youth, sport and human rights have been brought together – let me start by saying all programmes in UNESCO will apply Human Rights-Based Approach to programming.

Main Line Action 3 of Major Programme III, as originally presented in document 37 C/5, brought together three pillars:

- i) youth;
- ii) sport and anti-doping; and
- iii) the house-wide coordination role for Human Rights-Based Approach to programming (HRBA).

Under the \$ 507 million expenditure plan, the human rights-based approach expected result will be implemented jointly with expected result 3 on capacity building in social inclusion.

This will leave two pillars under main Line Action 3 -- youth, and sport, which have natural affinities and is now anchored in the *Operational Strategy on Youth (2014 - 20121)*.

In moving forward, we will continue efforts to build on the momentum of the 8th *UNESCO Youth Forum*, in three key areas -- policy development with the participation of youth; capacity development for the transition to adulthood; and civic engagement, democratic participation and social innovation.

Je réponds maintenant à la question de l'Estonie et du Japon en ce qui concerne le 37 C/4.

Comme prévu par la Conférence générale, le Secrétariat a préparé une version révisée du C/4 – qui va être traduite cette semaine et sera publiée pour la prochaine session du Conseil exécutif.

Le Conseil exécutif pourra vérifier que la version révisée est conforme aux décisions de la Conférence générale.

La Conférence générale a également prévu que les modifications de fond proposées par le Conseil exécutif seraient à présent soumises à la prochaine session de la Conférence générale.

En réponse au Nigeria sur la possibilité d'une nouvelle feuille de route, je rappelle que la feuille de route mise en place pour le dernier exercice répondait à un souci d'urgence - et elle s'est avérée utile à tous les niveaux.

En revanche, le programme et budget 37 C/5 a lui été préparé pour faire face à toutes les éventualités, et prévoit deux scénarios, dont l'un correspond à la trésorerie de 507 M\$.

Ce plan de dépenses a été examiné avec beaucoup de soin et approuvé par le Conseil exécutif et la Conférence générale.

Il nous fournit une base solide – qui est en soi une feuille de route précise – pour faire avancer l'organisation et je rendrai compte de sa mise en œuvre au Conseil exécutif.

Comme je l'ai dit, nous devons maintenant nous adapter aux circonstances financières difficiles et nous concentrer sur l'amélioration de notre action, viser le meilleur impact possible.

Cela signifie poursuivre les réformes afin de préserver les compétences de l'Organisation et faire valoir, encore mieux que par le passé, les résultats tangibles de nos programmes – partager nos réussites, et corriger nos lacunes, pour le bénéfice des peuples et des Etats que nous avons le devoir de servir.

Je vous remercie.