



United Nations
Educational, Scientific and
Cultural Organization

36

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DRAFT RESOLUTIONS

Volume 1



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Note: Draft document 36 C/5 is composed of two volumes (Volume 1: Draft Resolutions and Volume 2: Draft Programme and Budget) as well as a separate document containing a Technical Note and Annexes

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Introduction by the Director-General

I have the honour to present hereby to Member States the Draft Programme and Budget for 2012-2013 (36 C/5) with a budget envelope of US \$685.7 million representing a zero real growth (ZRG) over the 35 C/5. This is the first Programme and Budget document which I have prepared as Director-General of UNESCO. It 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. In drawing up the Draft 36 C/5 I have closely followed Executive Board decision 185 EX/Decision 17, which sets out the programming principles and a comprehensive framework for the programme priorities and other components of the Draft 36 C/5.

As an important part of this process, I have striven to provide for the most effective and rational use of financial resources, and to make real savings on administrative costs. Overall, the programme and budget seeks to maximize the impact of the Organization at the global, regional and national levels, concentrating on the most relevant activities.

While building the Draft 36 C/5 on a zero real growth basis, as I had proposed to the Board at its 185th session, I nevertheless applied a diversified and modulated approach. My principal objective has been to propose a strengthening of the activity budget of all Programme Sectors over and above the full recosting, thus reflecting real reinforcement above the zero-real growth approach, while keeping administrative areas well below zero real growth. As a result, you will see real growth in the all-important Major Programmes of the Draft 36 C/5 and improvements in the ratio between programme and support services and, internally, improvements in the ratio between programme and administration. In so doing, I have followed the request of the General Conference to explore possibilities for reallocating resources from other Parts of the Programme and Budget to strengthen Part II.A.

When you discuss the budget ceiling of the 36 C/5, I would appeal to you to take this structural shift into account – as it is a rare occasion, indeed, that the programmatic activities of the Organization receive additional resources, as so often requested by the Executive Board and the General Conference. Without zero real growth this will simply not be possible. Moreover, I was able to keep the administrative parts of the 36 C/5 at a lower level, also as a result of efficiency gains due to restructuring measures and merging of functions. I am determined to pursue continuous efficiency gains in all support functions.

In my view, this Draft 36 C/5 will establish a solid base for the Organization to deliver on its broad range of mandates – and in response to your expectations. It will enable us to vie for, and indeed assume, the lead role in a number of areas where you have mandated that we bring to bear our skills and competencies more assertively and with more concrete results leading to greater impact. The Draft 36 C/5 sets out in clear terms where the new emphasis and direction will be.

UNESCO is increasingly at the forefront of multilateral action. The Draft 36 C/5 is geared to the achievement of the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs), while also preparing the ground for our action beyond 2015, the date for

the attainment of those goals. To this end, the document takes into account the Outcome document of the UN General Assembly's High-Level Meeting on the MDGs (New York, September 2010), as well as its triennial comprehensive policy review of operational activities for development. It also identifies UNESCO's contribution to the 2012 UN Conference on Sustainable Development (Rio+20).

Since last September's High-level Meeting on the MDGs, the Organization's global focus on education has become much stronger and more palpable. The Draft 36 C/5 will identify UNESCO's contribution to the internationally agreed development goals (IADGs), including the MDGs. Education is the area where the greatest progress has been recorded and where the MDGs stand a chance to be attained by 2015. The alliance of the UN agencies engaged in education has become stronger than it ever was – with a top-level commitment among agency heads, under UNESCO's leadership, not seen since 1990. The readiness of sister agencies to make common cause is best exemplified by the rapprochement between UNESCO and WHO in the education field: a push for girls and women's education, especially at the secondary level, will help to reduce drop out rates, maternal mortality and check population growth. These are the new features of the global cooperation for the MDGs, where UNESCO is not only involved but increasingly plays a central and significant role. Our global priorities, Africa and gender equality, are at the apex of the education agenda – through the regular programme and further enhanced through extrabudgetary resources from new partners.

Looking ahead towards the 2015 EFA goals, UNESCO will continue strengthening coordination and partnerships for EFA, at global, regional and national levels, to mobilize political and financial commitment and to support Member States in improving the quality of education as a sine qua non for achieving all the six EFA goals.

The global commitment in favour of the education agenda can be expected to be further reinforced by the July 2011 Annual Ministerial Meeting of ECOSOC, which for the first time ever will be devoted to education in a holistic manner. It will be prepared and preceded by a series of regional meetings, led by UNESCO, so as to capture the different needs and expectations of Member States. Likewise, education will be specifically addressed by the CEB in April 2011, engaging the UN Secretary-General and our UN partner organizations. The crucial role of education and more particularly that of technical and vocational education and training (TVET) in fostering the employability of young people, will also be emphasized at the fourth UN Conference on Least Developed Countries (LDCs), scheduled to be held in May 2011 in Istanbul, Turkey, which will adopt an action plan for future efforts supporting LDCs. Moreover, systematic engagement with the host country of the G-8 and G-20 summits promises to see essential central themes of our agenda integrated into the deliberations at the highest international levels. All these efforts will set the stage for UNESCO's education action and initiatives in 2012-2013.

Beyond education, the Draft 36 C/5 will place emphasis on the critical role of science, technology and innovation for developing countries and in particular Africa; the potential for protecting biodiversity through the newly created Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES); the growing role of culture in the development process; a determined outreach and support effort to engage youth and better respond to their aspirations; the abiding focus on freedom of the media and the press, especially in times of conflict and crisis; the exploration of the potential of the internet delivered via broadband for all our domains; – and last but not least: our Organization's constitutional commitment to building peace, promoted through dialogue, rapprochement of cultures, reconciliation and measures to impart tolerance and mutual understanding. The second meeting of the High Panel on Peace and Dialogue among Cultures, held on 11 March 2011 at UN Headquarters in New York, was devoted specifically to the issue of reconciliation as a peace-building measure, bolstered by action in education, the sciences, culture and communication and information. It will impact, in

important ways, on the work to be undertaken by the intersectoral and interdisciplinary programme for a culture of peace and non-violence.

The above enumeration provides a sketch of the range of strategic activities and initiatives, which the Organization has undertaken, and is currently engaged in – at Headquarters and across the world in all regions. 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, giving the highest priority to Africa and to promote gender equality. Together, and with the help of our many partners, we must pursue these noble goals and continue to ensure that UNESCO makes a difference at the global, regional and country levels. The time has come for UNESCO to move decisively from efficiency to effectiveness, from an input-related approach to an impact-focused programme.

UNESCO has always had a profoundly humanist agenda. It has taken “development” to mean the holistic development of the intellectual, social and cultural fabric of societies, in addition to material well-being. Today, with the financial and economic crises, with global challenges such as climate change, it has become more evident that only this holistic approach can bring truly sustainable development – and hence my call for a “new humanism”, a genuinely people-centered development paradigm.

As a special feature, I have highlighted in this Draft Programme and Budget for each Programme Sector – in a box right at the beginning of each Major Programme – an overview of activities intended to reinforce the impact of UNESCO’s action during 2012-2013.

The Draft 36 C/5 is guided by programmatic continuity and builds on the 34 C/4, including its global priorities (Africa and Gender Equality), its overarching and strategic programme priorities and its intersectoral orientation. The two global priorities – Africa and Gender Equality – have been translated into clear action under each Major Programme:

- Each Major Programme provides an overview of the programme elements for UNESCO’s engagement with Africa, taking into account the need to meet the national development priorities of African Member States, the major goals set by the African Union and the New Partnership for Africa’s Development (or NEPAD), and the Outcome document adopted at the above-mentioned UN General Assembly’s High-Level Meeting on the MDGs.
- As regards Gender Equality, 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 (BSPs) and reflected, as appropriate, in the results chain for the various Main Lines of Action (MLAs), reflecting the objectives and expected results for each Major Programme in the Gender Equality Action Plan, 2008-2013.

Indications of resources earmarked for interventions in favour of both global priorities, including for coordination purposes, will be provided in a separate information document.

UNESCO’s mandate, founded on a set of values-based responses, can make a decisive contribution to international efforts for peace and sustainable development. But it is not enough to assert over and over again the relevance of UNESCO’s message. We obviously have to deliver on it. Only then will

we fulfill the potential that lies at the heart of this Organization's mandate. Only then will we be able to convince other development partners to fully adopt our message and make it their own.

UNESCO's ability to combine the contributions of different sectors and disciplines in a strategic manner will increase the relevance, sustainability and impact of the Organization's action. Thus, the document highlights linkages of the various components of the global agenda with UNESCO's core competences. 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.

Most prominently, the Draft 36 C/5 seeks to demonstrate UNESCO's leadership in building a culture of peace and non-violence. Each Major Programme has clearly identified its contribution to this area, based on the framework referred to in the Executive Board decision, listing major activities and initiatives that will be part of the interdisciplinary and intersectoral programme, as requested by the General Conference at its 35th session. One of UNESCO's most precious assets in this regard 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 understanding and commitments between peoples and nations and to strengthen cultural diversity. The experience gained with our lead role and our programmatic efforts during the observance of the International Year of Rapprochement among Cultures 2010, and the International Decade for a Culture of Peace and Non-Violence, 2001-2010, will further enhance our international profile and reinforce our ability to promote a genuine culture of peace and non-violence. I am firmly committed to taking new paths towards peace and reconciliation in the 21st century.

As defined in the Executive Board decision, six intersectoral platforms will pursue programme delivery in a concerted, inter- and multi-sectoral manner, highlighting one of UNESCO's principal comparative advantages. UNESCO's field units and category 1 institutes and centres will be fully involved in the work of these platforms. I have set aside 10% of the programme resources of all Major Programmes to fund the activities of the various platforms. The platforms will be the following:

- Promotion of a culture of peace and non-violence;
- UNESCO's contribution to climate change mitigation and adaptation;
- UNESCO's contribution to the fight against HIV/AIDS;
- UNESCO's support to countries in post-conflict and post-disaster situations;
- UNESCO's contribution to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS);
- Priority Africa and its implementation by UNESCO.

The strategies and expected results for these platforms are articulated in the present document. To qualify for funding of activities from the earmarked amount, platforms must ensure that high level objectives are articulated for the biennial period, the Programme Management Committee (PMC) of the Secretariat will decide on the release of the funds that have been earmarked for implementation, so as to ensure quality control and policy relevance. Funds that are not approved for use by a particular platform may be reallocated to other platforms upon the recommendation of the PMC.

Let me emphasize, however, that beyond the intersectoral platforms, the implementation of the Organization's overall programme in an intersectoral and interdisciplinary manner will also proceed through other approaches and modalities. I am committed to fostering a culture-of-thought leadership, systemic and innovative approaches within the Organization in dealing with the multifaceted challenges we face and in coming up with policy options and solutions.

Furthermore, in preparing the Draft 36 C/5, certain thematic areas highlighted by the Executive Board, have been explicitly reflected, in particular:

- (a) Action in favour of least developed countries (LDCs) and of the poorest segments of society, including indigenous peoples and countries in post-conflict and post-disaster situations. For each Major Programme efforts have been made to reflect the priority needs of least developed countries (LDCs) across all main lines of action (MLAs), as well as the needs of Small Island Developing States (SIDS). Specific contributions to address the needs of middle-income countries (MICs) have also been identified;
- (b) South-South and North-South-South cooperation serve as a particular delivery modality for all UNESCO's programmes and will, later on in the programming process, be specifically reflected in the work plans;
- (c) Youth is given a clear priority and will benefit from UNESCO's programmes, as appropriate, to facilitate their empowerment, inclusion and contribution, especially to a culture of peace and non-violence;
- (d) Across UNESCO's programmes, an effort has been made to reinforce activities related to the promotion of human rights in UNESCO's fields of competence and to the application of a human rights-based approach to programming;
- (e) Equally throughout the Programme, intersectorality and interdisciplinarity is being promoted, to ensure the Organization's ability to provide flexible and consistent responses to complex contemporary challenges, especially at the country level;
- (f) A strong emphasis of knowledge management as a basis for programme development and planning;
- (g) As a novelty, each Major Programme reflects an explicit commitment to undertake prospective studies and exercise foresight, reinforcing the Sectors' capacity to provide timely and relevant policy advice, and also reinforcing internal knowledge management capacities;
- (h) UNESCO will further pursue partnerships with private sector and civil society actors, in order to reinforce the Organization's impact while respecting the values of the Organization.

UNESCO continues its strategic involvement in pertinent UN reform issues. I am fully committed to UNESCO's full cooperation with the United Nations system, both globally and at the country level, especially through common country approaches, including the "Delivering as One" approach, responding to national development priorities and capitalizing on the gains made in our areas of competence at the September 2010 High-level Meeting of the United Nations General Assembly on the Millennium Development Goals (MDGs), especially in the areas of education and culture and development. The present document integrates UNESCO's response and contribution to the United Nations reform process that places emphasis on enhancing coherence and "Delivering as

One". At the global policy level, I will continue to deploy special efforts to get science, technology and communication more explicitly recognized as critical parameters of sustainable development, respectful of the environment and capitalizing on human skills and creativity.

At the country level, UNESCO will accordingly advocate for an inclusion of hitherto neglected science and communications 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.

Given the importance of UN reform for enhancing effectiveness at the country level, as well as the need for UNESCO to strengthen its contribution to UN country team operations, specific provisions have been made for the participation of UNESCO in the common country programming exercises of the UN Country Teams (UNCTs) during the 2012-2013 biennium, and for contributing to harmonized and coherent action with other United Nations agencies at the country level. Particular attention is paid to opportunities for UNESCO to take a lead in common UN system programming exercises, including CCA/UNDAF preparations, Sector-Wide Approaches (SWAs) in UNESCO's fields of competence, poverty reduction strategies (PRs) and joint assistance strategies (JAS). As in previous biennia, 2% of the programme resources of Major Programmes will be set aside in the work plans to support the contribution of UNESCO and its staff to the preparation of UNDAFs and other country documents. This modality has served us well in the past and deserves to be continued.

It should also be mentioned that, globally, I am part of a small group of Executive Heads to guide the review of the Management and Accountability Framework of the activities of the UN Development Group. UNESCO also chairs the Advisory Group of UNDG at the ADG level and co-chairs the UNDG networks on harmonization of business practices and on human resources. In many countries, UNESCO representatives are leading thematic groups on education and on gender equality, underlining our full engagement in operational activities.

The Draft 36 C/5 is also reflecting the unique role of National Commissions as constituent elements of UNESCO and as contributors to programme implementation. This will require effective engagement with them, with a view to building capacities for the implementation of national policies in UNESCO domains, engaging in advocacy and public information activities, forming partnerships and mobilizing resources, as well as contributing to UN country team activities. To this end, special attention will be given during the work plan stage to the role of National Commissions in the conceptualization, implementation and delivery of programmes at the regional, subregional and country levels. It should also be recalled that in the Memorandum of Understanding concluded by UNESCO with UNDP a few years ago, provisions were made for representatives of National Commissions to be invited to participate in the work of UN country teams, especially in countries where UNESCO is a non-resident organization.

One of my most important responsibilities is to render UNESCO more visible on the international stage as an effective, respected Organization with a forceful voice. I have reviewed the Organization's positioning in view of its strategic orientation, and I have analysed different ways to make its structures more responsive and streamlined, less costly and bureaucratic, with the focus on high-quality programme delivery and results. We will promote the visibility of UNESCO at the global, regional and national levels, and the Draft 36 C/5 provides that programme activities contain a provision for public information and communication activities, to be consolidated in a coherent communication plan concentrating on the Organization's priorities.

Let me add a few words on the structure of the document. The Draft 36 C/5 will again be presented in three parts, as was done for the Draft 35 C/5. This means it will be made up of a Volume I and a Volume II (with the draft resolutions (DRs) contained in one of these volumes), as well as a “Technical Annex” containing the relevant budgetary details.

Each Major Programme is built around Biennial Sectoral Priorities (BSPs) – linking the 36 C/5 to the 34 C/4 strategic programme objectives in a seamless manner – and main lines of action (MLAs), as listed in document 185 EX/Decision 17 (Annex II). Overall, efforts have been made to present the document in a concise, readable and user-friendly format.

The Draft 36 C/5 draws explicitly on UNESCO’s five established functions, as set out in document 34 C/4 (laboratory of ideas, standard-setter, clearing house, capacity-builder in Member States in UNESCO’s fields of competence, and catalyst for international cooperation). These core functions, and the ways in which they are pursued, can and will evolve in response to changing circumstances and developments. 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.

In technical and methodological terms, the Draft 36 C/5 is fully applying the principles of results-based programming, management, monitoring, reporting and evaluation (RBM) for all Programme and Support Sectors as well as the corporate services. This includes a limited set of specific, measurable (to the extent possible), achievable (in a two-year span), relevant and time-bound expected results, complemented by performance indicators and benchmarks/targets at the MLA level, in line with UNESCO’s “RBM Guiding Principles”. The expected results given for the various MLAs reflect the aggregate impact of regular and extrabudgetary programme resources.

It should also be borne in mind that, as was the case with the 35 C/5, the appropriation of resources is again proposed to be made at the Major Programme level, thereby allowing shifts of programme resources within a Major Programme, in accordance with the provisions of the Appropriation Resolution that will be submitted to the General Conference for its consideration at its 36th session.

As in the past, the Draft 36 C/5 will link the regular programme closely with extrabudgetary resources, which must be fully aligned and in coherence with the overall programme priorities. The document is only reflecting the amount of extrabudgetary resources that have already been received by the Organization or that are firmly committed in signed donor documents. Programme and thematic outlines for extrabudgetary resources developed under the 35 C/5, and which remain relevant to the 36 C/5, may be brought forward.

As the Complementary Additional Programme (CAP) is UNESCO’s main vehicle for the programming of extrabudgetary projects and the mobilization of financial and in-kind resources, both of which are critical for the reinforcement of the priorities of the regular programme and its outreach, the CAP is being prepared and synchronized with the elaboration of the 36 C/5 itself. The CAP is designed to strengthen the alignment between extrabudgetary and regular programme resources.

Equally important and significant for our future will be the reform of the Organization. When I assumed leadership of UNESCO, I was clear on my intention to reform the Organization in order to

make it more relevant and to enhance impact. Important structural changes have been implemented and are now operational:

- A part of the Bureau of the Budget has been merged with the Bureau of the Comptroller, now the Bureau of Financial Management, in order to streamline operations, strengthen control and better support field operations;
- The Bureau of Strategic Planning has been reinforced, by placing extra budgetary resource mobilization and budget planning under its authority;
- In order to reinforce our relationships with our key partners, I have established two new liaison offices in Addis Ababa and Brussels to reinforce cooperation with the African Union and the European Union respectively;
- The Education Sector has been restructured, for a better focus and improved programme delivery; the restructuring of the other programme Sectors is at an advanced stage and will be announced following consultations with the Executive Board;
- To enhance our visibility, I have decided to merge the Bureau of Public Information with External Relations and Cooperation, in order to form a new External Relations and Public Information Sector. That way we will improve our visibility, our cooperation with National Commissions and civil society and be more effective and efficient with our publications;
- The Division for Gender Equality now reports directly to the Office of the Director-General in order to reinforce Gender Equality as a global priority;
- The Forum of Administrative Officers has been reactivated to encourage a regular dialogue between all members of staff and an optimal sharing of information;
- Finally, we are consolidating all IT strategy decisions under a new function of Chief Information Officer responsible for knowledge and information management and ICT systems. This will allow UNESCO to increase operational impact and optimize investment in information and communication technology platforms.

The Human Resource Management (HRM) Strategy for 2011-2016 was developed in consultation with the senior management, representatives of Member States and Staff Associations. Staff members were consulted through a Global Staff Survey conducted in December 2010, in which 1,200 staff participated. The strategy focuses on three priorities: talent management, staff capacity and an enabling environment. The harmonization of human resources management practices among UN agencies, in order to support and enable the new field structure and “Delivering as One” is a key aspect of UNESCO’s HRM strategy.

In the field of ethics, we have now a “whistle blower” protection system and a mechanism of anti-retaliation measures, to protect our staff members who decide to raise unethical behaviours to the attention of management. Training courses for all UNESCO employees, regardless of the type of their contract, are being conducted to inform them about the new policy. The Ethics Office is currently finalizing a proposal for a financial disclosure programme to be fully implemented by the end of 2011.

This Draft 36 C/5 responds to many of the recommendations of the Independent External Evaluation (IEE), which has put forward a number of valuable recommendations, structured around five strategic directions. The Secretariat has already collaborated closely with the Ad Hoc Group of the Executive

Board on the IEE – and we have provided constructive input to its deliberations. Many issues of organizational reform pertain to aspects of change management geared to make UNESCO more nimble and better positioned. I have also called on a small group of highly regarded experts to become part of a Senior Expert Group on Reform to advise me on change management and related issues. My management team and I are fully prepared to take up the challenges inherent in and flowing from the External Evaluation and to the extent possible these efforts are already reflected in the preparation of the present document. I consider it as one of my central tasks to lead the effort to renew and revitalize UNESCO – and to deliver more effectively on our core messages.

While the net effect of all these actions remains to be seen, I firmly believe they will lead us in the right direction, and most of all: they are sending a clear message of renewal and change both within the Organization and among our partners.

UNESCO is changing. UNESCO has already made important efforts, especially to reduce administrative costs and I do not believe we can go any further. While I will continue to seek for continuous efficiency gains in support services, I don't believe efficiency at the expense of effectiveness should be the major driver for change. We need to shift gear from efficiency to effectiveness, from doing things right (input orientation) to doing the right things (outcome / results oriented).

I must emphasize the huge financial efforts made to date including:

- Funding of the renovation loan repayment (€13.8 million for the current biennium);
- Decision to absorb the cost of field office reform, approximately \$20 million over 4 years, provided we get a Zero Real Growth budget;
- Investing some \$20 million over the years for FABS/SISTER/STEPS from within the administration budget;
- Paying for retiree contribution of MBF out of current budget (approximately US \$7.8 million);
- Funding ever increasing security costs, a cost that has increased more than 8 times between 2002 and 2009. Security cost for the field was \$1 million in the 2002-2003 budget and went up to \$8.3 million in 2008-2009 and to \$8.9 million in the current biennium. It is important to keep in mind that these security costs for the field as well as those for Headquarters, are financed from the regular budget and not from additional credits, as is the case elsewhere in the United Nations system. All those expenses are cutting into our programme, and that situation cannot continue.

Furthermore, we have been among the first agencies in the entire United Nations system to implement International Public Sector Accounting Standards (IPSAS), when most of the others are hoping to do so between 2011 and 2013, and the UN in 2014, with additional funding from Member States. The adoption of IPSAS has brought UNESCO into the 21st century in financial reporting.

Reform should be about more than cost reduction. The focus of the reform needs to shift to increasing our effectiveness, and this is where there is still much to be done on the ground, together with our Chairs and other civil society and private-sector partners. It is at that level of intervention that a real scope for progress lies, and it is here we must focus and act.

I am proud to announce that UNESCO will soon be implementing a new field network structure. This is one of the most important reforms at UNESCO, for which the principles have been agreed upon by

the Executive Board. The result will be an Organization that is more responsive, more closely attuned to the needs of Member States, and which supports UN reform. We are now engaged in consultations with all the regional groups to look together at ways of applying these common principles to each situation. The main purpose of the reform is to improve the quality, effectiveness, efficiency, accountability and relevance of our field network; this is also why the process implies strengthening of the support functions at HQ. The field network reform is predicated on the basis of ZRG budget being approved. Should this not be the case, this major reform will be difficult, if not impossible, to implement.

The 36 C/5 will need to be adopted to the new field structure, as it emerges. The regional network must be streamlined to align it with the regional UN systems and other regional entities (development banks, larger political organisations/groupings) and more actively participate in the regional UN activities; as well as to reinforce regional normative work. The reform and reinforcement of the Field Office network will be accomplished over the next two biennia and within the overall budget envelope provided by Member States. Specific measures to begin this implementation are under preparation. Thus, for the time being, the existing field structure has informed the preparation of the sectoral staffing submissions.

I wish to assure Member States that throughout the biennium I will pay maximum attention to improve the quality of programme delivery, at the global, regional, and country level and to apply optimal results-based management. I will also ensure that the Organization continues to pursue high quality evaluations that support programme management decisions, with adequate accountability mechanisms. I am committed to working closely with the external auditor who has rendered so many good services to the Organization in all transparency. This will lay the foundation for accountability for results, as well as financial and administrative transparency and efficiency, all of which are critical for the sound functioning of the Organization.

For a number of biennia in the past, Member States had pursued a Zero Nominal Growth (ZNG) policy in setting budgets. This was used as an instrument to bring about efficiencies. This policy has to a large extent achieved its objectives, at times going beyond removing excess and cutting into the bones of institutional infrastructure. It has succeeded in reducing staff and operating costs in support areas significantly, at times at the expense of critical functions. Further pursuing such a policy will seriously undermine our capacity to deliver and will have to be accompanied by major reductions in programmes, which, I trust, Member States, would not want to do. At this stage of the Organization's life, our focus must and should be more on the pursuit of programme effectiveness, relevance and visibility and less on input efficiency. I would like to underline the fact that if Member States were to consider that zero real growth could not be endorsed, a zero nominal growth budget for the 36 C/5 (i.e., an unchanged budget level of \$653 million) would also necessitate the abolition of a number of posts and thus have a negative impact on several programmes detrimental to our leadership quests and on programme delivery in general. This does not mean that I desire to continue business as usual – quite to the contrary. Concentration, results-orientation, efficiency and transparency together with a higher visibility and higher impact will be the hallmark of Programme implementation under my direction.

We have made a new start. We are living through times of change – both inside our Organization and in the world at large. I am deeply sensitive to the difficult situation in which many countries find themselves. Change leaves us with little choice but to adapt and to innovate. This will be the last C/5 document of the current Medium-Term Strategy (34 C/4). As such, the 36 C/5 has to achieve all medium-term goals and show strong signs of change for the next Mid-Term Strategy. I, for one, pledge to you to do my utmost to steer the Organization towards the fulfilment of our ambitious objectives, to

do so with excellence, dedication and high quality of delivery, all while making the Organization more relevant on the international scene. I count on the support of Member States in charting the right combination of strategic directions, creating the enabling environment for the Secretariat to perform, and providing the adequate level of resources for realizing our common objectives.

(1) Parts I-V 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)	5 000 000
UNESCO International Institute for Educational Planning (IIEP)	5 500 000
UNESCO Institute for Lifelong Learning (UIL)	2 100 000
UNESCO Institute for Information Technologies in Education (IITE)	1 000 000
UNESCO International Institute for Capacity-Building in Africa (IICBA)	2 600 000
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 200 000
[Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)*	500 000

Total, UNESCO education institutes 18 900 000

* In anticipation of the formal establishment of the MGIEP, and in keeping with the spirit of 35 C/Resolution 16, Major Programme I includes a provision of \$500,000 for MGIEP within its total activity cost budget.

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

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

10 767 100

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

13 091 300

(6) The titles of the Intersectoral Platforms are the following:

- Promotion of a culture of peace and non-violence
- UNESCO's contribution to climate change mitigation and adaptation
- UNESCO's contribution to the fight against HIV and AIDS
- UNESCO's support to countries in post-conflict and post-disaster situations
- UNESCO's contribution to the Mauritius Strategy for the Further Implementation of the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS)
- Priority Africa and its implementation by UNESCO

Draft Appropriation Resolution for 2012-2013

\$685.7 million

The General Conference, at its 36th session, resolves that:

A. Regular programme

(a) For the financial period 2012-2013 the amount of \$685,700,000⁽¹⁾ is appropriated as follows:

Appropriation line	\$
PART I – GENERAL POLICY AND DIRECTION	
A. Governing bodies <i>(Including: General Conference and Executive Board)</i>	13 741 000
B. Direction <i>(Including: Directorate, Executive Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Office)</i>	21 840 800
C. Participation in the Joint Machinery of the United Nations System	13 332 400
TOTAL, PART I	48 914 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES	
A. Programmes	
Major Programme I – Education ⁽²⁾	120 335 700
Major Programme II – Natural sciences ⁽³⁾⁽⁴⁾	61 314 200
Major Programme III – Social and human sciences	30 567 600
Major Programme IV – Culture ⁽⁵⁾	54 999 300
Major Programme V – Communication and information	33 759 300
UNESCO Institute for Statistics	9 369 200
Intersectoral Platforms ⁽⁶⁾	10 047 100
Field office implementation of decentralized programmes <i>(Including: Field Management of decentralized programmes, Field office operating costs and Field coordination at Headquarters)</i>	82 673 300
Total, Part II.A	403 065 700
B. Programme-related services	
1. Coordination and monitoring of action to benefit Africa	5 272 500
2. Coordination and monitoring of action to benefit Gender Equality	2 398 400
3. Strategic planning, programme monitoring and budget preparation	9 440 100
4. Organization-wide knowledge management	5 097 900
5. External relations and public information	30 470 900
Total, Part II.B	52 679 800
C. Participation Programme and Fellowships	
1. Participation Programme	20 259 000
2. Fellowships Programme	1 895 000
Total, Part II.C	22 154 000
TOTAL, PART II	477 899 500
PART III – CORPORATE SERVICES	
A. Human resources management	
1. Human resources management	22 080 000
2. Corporate wide training and development of staff	4 760 000
3. Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	7 800 000
Total, Part III.A	34 640 000
B. Financial management	
1. Financial Management	13 937 400
2. Corporate wide insurance premiums	875 000
Total, Part III.B	14 812 400
C. Support services management	
1. Coordination, Procurement, IT infrastructure and Communications	22 914 700
2. Conferences, Languages and Documents services	23 662 600
3. Facilities Management including Headquarters security and utilities	33 380 200
Total, Part III.C	79 957 500
TOTAL, PART III	129 409 900
TOTAL, PARTS I-III	656 223 600
Reserve for reclassifications/ merit-based promotions	2 000 000
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 014 000
PART V – ANTICIPATED COST INCREASES	13 462 400
TOTAL APPROPRIATION	685 700 000

See note on opposite page

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 2012 to 31 December 2013, 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 budget transfers from Part V of the budget (Anticipated Cost Increases) to the relevant appropriation lines in Parts I-IV of the budget, for the purpose of meeting increases in staff costs, in the costs of goods and services and technical adjustments.
- (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 2012-2013 biennium are summarized in Annex II of document 36 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 Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the UNESCO-IHE Institute of Water Education (UNESCO-IHE), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the establishment table set out in Annex II.

Assessment

- (i) The appropriations authorized under paragraph (a) above (\$685,700,000) shall be financed by assessments on Member States.

Currency fluctuation

- (j) The estimates for the regular budget used in preparing this draft budget have been calculated at the exchange rate of USD 1 = Euro 0.869, the same exchange rate used in preparing the budget for the period 2010-2011. From a budgetary perspective, income and expenditure incurred in Euros against the budget will be recorded in the budget reports at the constant dollar rate of US \$1 to €0.869. However, for the accounts (as per IPSAS), Euro denominated income and expenditure will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/comparison reports of the financial statements.

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.

Draft Resolutions

General Policy and Direction

00100

Draft resolution 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 37th session of the General Conference (October-November 2013) and five ordinary sessions of the Executive Board during 2012-2013;
 - (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 \$26 836 400 for activity costs and \$22 077 800 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:

Governing bodies

- Cost effectiveness of the governing bodies improved
- Services to Members States optimized

Internal Oversight

- Risk management, control, compliance and value-for-money mechanisms strengthened
- Strategic management of the Organization, policy & programme development, and programme delivery informed by evaluations and audits
- Accountability and adherence to rules and regulations in UNESCO strengthened

Internal Standards and Legal Affairs

- 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

Ethics Office

- Voluntary disclosure channel and protection against retaliation mechanisms operational
 - Financial disclosure policy and conflict of interest rules implemented and disseminated
 - Training module on ethics delivered both at Headquarters and in the Field Offices (includes category 1 institutes)
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.

01000

Draft resolution for Major Programme I – Education

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 gender equality, Africa, LDCs and SIDS and in particular countries most at risk of not achieving the Education for All (EFA) goals by 2015, as well as youth and the most vulnerable segments of society, including indigenous peoples, in order to:

Biennial sectoral priority 1: Scaling up equity, inclusion and quality in education and lifelong learning for sustainable development and a culture of peace and non-violence

- (i) accelerate progress towards EFA, in particular at the country level, by focusing on four critical aspects of education: sector-wide policy and planning, literacy, teachers and skills development for the world of work. UNESCO will support Member States in developing national capacities to prepare and implement robust sector policies and plans, including through information and communication technologies; promoting and building the knowledge base for improving literacy policies and programmes; expanding the pool of qualified teachers and ensuring that their working conditions are appropriate; and reforming technical and vocational education and training systems. In each of these priority areas, emphasis will be placed on promoting quality and equity, including gender equality;
- (ii) support Member States to provide quality, inclusive and relevant education systems throughout life, from early childhood care and education through to primary and secondary education as well as higher education and research. Throughout this work, particular attention will be paid to ensuring smooth transitions between the different levels of education;
- (iii) support Member States to equip learners to become responsible global citizens, through addressing issues such as sustainable development, including climate change, HIV education and human rights and universal values in both the content and delivery of education;

Biennial sectoral priority 2: Strengthening global leadership in education

- (iv) mobilize the international community and EFA partners for the achievement of the EFA and the education-related MDGs, paying particular attention to advocacy in favour of girls' and women's education. UNESCO will continue to undertake benchmarking for monitoring progress towards EFA, as well as informing the general education policy

debate through cutting-edge research on educational trends, thus advancing the realization of the right to education;

- (b) to allocate for this purpose an amount of \$54,934,800 for activity costs and \$65,400,900 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: Accelerating progress towards Education for All, in particular at the country level, including through information and communication technologies

- (1) National capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies
- (2) National capacities strengthened to plan, manage and scale up gender-sensitive, quality literacy and non-formal education policies and programmes
- (3) National capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues
- (4) Capacities in Member States strengthened to develop comprehensive and evidence-based policies for technical and vocational education and training

MLA 2: Building effective and inclusive education systems

- (5) Capacities in Member States strengthened to review, develop and monitor policies and programmes for inclusive and quality early childhood care and education (ECCE)
- (6) Primary and secondary education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality
- (7) Capacities in Member States strengthened to ensure more equitable access to quality higher education, including through innovative modes of provision

MLA 3: Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence

- (8) Capacities in Member States strengthened to integrate education for sustainable development, including climate change education, into educational policies, development plans and programmes
- (9) Good quality comprehensive HIV and sexuality education delivered by Member States, promoting healthy lifestyles, gender equality and human rights
- (10) Education for global citizenship integrated into education policies, plans and programmes

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

MLA 4: Reinforcing leadership for Education for All through advocacy, partnerships and monitoring

- (11) Political and financial commitment mobilized towards the achievement of the Education for All goals
 - (12) Global and national commitment to education for girls and women strengthened through advocacy and multi-stakeholder partnerships
 - (13) Implementation of the right to education made more effective, including through mechanisms to monitor and promote it, with a view to reaching the EFA goals
 - (14) Education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education
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;
 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 fully achieved.

Draft resolutions for UNESCO category 1 institutes in education

01100

UNESCO International Bureau of Education (IBE)

The General Conference,

Acknowledging the report of the UNESCO International Bureau of Education (IBE) for the 2010-2011 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,

Welcoming the process of transforming the IBE into a more forward-looking and cutting-edge institute as a “Centre of Excellence in Curriculum”,

1. **Emphasizes** the specialized contribution of the IBE to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development, policy dialogue, and knowledge management and dissemination, in the key area of curriculum development and management, through the:
 - (a) implementation of tailored and recognized training courses for curriculum decision-makers and practitioners, as well as the development of customized learning tools and training materials;
 - (b) expansion of technical assistance to national curriculum agencies and specialists;
 - (c) enhancement of its curriculum-related knowledge base, as well as its knowledge management and dissemination capacity;
 - (d) facilitation of international policy dialogue aimed at fostering quality education for all and inclusive education policies and practices;
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 2012-2013, to:
 - (a) ensure that the objectives and activities of IBE correspond to UNESCO’s strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) support the programmes and projects of IBE with the aim of contributing to the achievements of the expected results of Major Programme I as listed in paragraph 6 below;
 - (c) strengthen the collaboration with the Director-General to mobilize the necessary human and financial resources so that the IBE may accomplish its mission as a Centre of Excellence in Curriculum;
3. **Authorizes** the Director-General to provide support to the IBE by granting a financial allocation under Major Programme I for a total amount of \$5,000,000;

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 2012-2013 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 as a Centre of Excellence in Curriculum, 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:
 - (1) national capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies (MLA 1 – expected result 1);
 - (2) national capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues (MLA 1 – expected result 3);
 - (3) primary and secondary education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality (MLA 2 – expected result 6);
 - (4) capacities in Member States strengthened to integrate education for sustainable development, including climate change education, into educational policies, development plans and programmes (MLA 3 – expected result 8);
 - (5) good quality comprehensive HIV and sexuality education delivered by Member States, promoting healthy lifestyles, gender equality and human rights (MLA 3 – expected result 9);
 - (6) education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education (MLA 4 – expected result 14).

UNESCO International Institute for Educational Planning (IIEP)

The General Conference,

Acknowledging the report of the UNESCO International Institute for Educational Planning (IIEP) for the 2010-2011 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 the priorities of Major Programme I, particularly with regard to capacity development and research, in the areas of educational planning and policy analysis;
2. **Requests** the IIEP Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budgets for 2012-2013 to ensure that the Institute's programmes and activities:
 - (a) are aligned with IIEP's Medium-Term Plan, as well as with the strategic objectives, priorities, and expected results of Major Programme I;
 - (b) reinforce Member States' capacities for the management, planning and administration of education systems, including through operational projects in its field of competence;
 - (c) strengthen national, sub-regional and interregional training programmes in educational planning, administration, evaluation and monitoring in cooperation with the other UNESCO education institutes, as well as the UNESCO Institute for Statistics, and UNESCO field offices;
 - (d) develop practice-oriented knowledge in educational planning and management with a view to sharing and transferring it among Member States;
3. **Authorizes** the Director-General to support the operation of the Institute by granting a financial allocation under Major Programme I for a total amount of \$5,500,000;
4. **Expresses its gratitude** to the Member States and organizations that have supported the Institute's activities through voluntary contributions and contractual agreements, as well as to the Argentinean and French Governments, which provide the Institute's premises free of charge and periodically finance their upkeep, and **invites** them to continue their support for 2012-2013 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies and the private sector to grant, renew or increase their voluntary contributions, with a view to strengthening the activities of IIEP, in accordance with Article VIII of its Statutes, so that it may better meet the needs of Member States in all fields of Major Programme I;
6. **Requests** the Director-General to report periodically, to the governing bodies, in the statutory reports, on IIEP's contribution to the achievement of the following expected results of Major Programme I:
 - (1) national capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies (MLA 1 – expected result 1)
 - (2) education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education (MLA 4 – expected result 14)

UNESCO Institute for Lifelong Learning (UIL)

The General Conference,

Acknowledging the report of the UNESCO Institute for Lifelong Learning (UIL) for the 2010-2011 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,

Recognizing the importance of the overarching concept of lifelong learning as a guiding and organizing principle of educational reform and a strategic response to address contemporary and emerging challenges, and acknowledging the commitment to the Belém Framework for Action adopted at the Sixth International Conference on Adult Education (CONFINTEA VI),

1. **Emphasizes** and values the important contribution of the UIL to the fulfilment of the relevant strategic objectives and priorities of Major Programme I, particularly with regard to promoting lifelong learning for all through advocacy, capacity development, policy research and networking, focusing on literacy as its foundation, adult education as a particular component and non-formal education and alternative learning pathways, through:
 - (a) developing and strengthening an integrated concept of lifelong learning for the further development of holistic and inclusive education systems in Member States, with a particular focus on Africa;
 - (b) streamlining lifelong learning throughout the different sectors and all the sub-sectors of education, with special emphasis on literacy, adult learning and various alternative learning pathways, in line with the Belém Framework for Action;
 - (c) capacity development for decision-makers and education personnel to support effective governance, policy-driven research on specific issues, advocacy for lifelong learning as a response to current and emerging challenges, and dissemination and management of relevant knowledge to facilitate informed decision-making;
 - (d) contributing to global literacy efforts including the Literacy Initiative for Empowerment (LIFE) and capacity development for integrated approaches to improved policies, programmes and practices;
2. **Requests** the Governing Board of UIL acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2012-2013, to:
 - (a) ensure that the objectives and activities of the Institute correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) consolidate and develop the programmes of UIL with the aim of contributing to achieving the expected results of Major Programme I as listed below;
 - (c) reinforce both the Institute's capacity as a global resource centre for lifelong learning and its specific responsibility in literacy, adult education and learning and non-formal education;
 - (d) take the necessary measures to follow up the Belém Framework for Action and monitor their implementation;

- (e) continue to work with the Director-General to mobilize the necessary human and financial resources to enable UIL to 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 \$2,100,000;
 4. **Expresses its gratitude** to the German Government for its continuing support to UIL by giving a substantial financial contribution and by providing its premises free of charge; and to other 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, who have contributed intellectually and financially to UIL activities, and **invites** them to continue their support for 2012-2013 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 contributions to enable UIL to contribute towards 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 the UIL to the achievement of the following expected results of Major Programme I:
 - (1) national capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies (MLA 1 – expected result 1)
 - (2) national capacities strengthened to plan, manage and scale up gender-sensitive, quality literacy and non-formal education policies and programmes (MLA 1 – expected result 2)
 - (3) implementation of the right to education made more effective, including through mechanisms to monitor and promote it, with a view to reaching the EFA goals (MLA 4 – expected result 13)
 - (4) education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education (MLA 4 – expected result 14).

UNESCO Institute for Information Technologies in Education (IITE)

The General Conference,

Acknowledging the report of the UNESCO Institute for Information Technologies in Education (IITE) for the 2010-2011 biennium,

Welcoming the positive development at the IITE during the biennium and 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 IITE to the fulfilment of relevant strategic objectives and the priorities of Major Programme I, particularly with regard to policy advocacy, capacity development and knowledge services in the field of information and communication technologies (ICTs) in education, through:
 - (a) evidence-based policy research, analytical studies and the collection and dissemination of best practices on the use of ICTs in education;
 - (b) provision of technical assistance and training for the capacity development of Member States on the application of ICTs in education, with particular emphasis on teachers;
2. **Requests** the Governing Board of the IITE, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2012-2013, to:
 - (a) ensure that the objectives and activities of the IITE correspond to UNESCO's strategic objectives and priorities and lines of action of Major Programme I;
 - (b) continue working 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 support the IITE by providing a financial allocation under Major Programme I of \$1,000,000;
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 supported the Institute's activities intellectually and financially, and **invites** them to continue their support for 2012-2013 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, so that it might better contribute to the priorities of Major Programme I;
6. **Requests** the Director-General to report periodically to the governing bodies in the statutory reports on the IITE's contribution to the achievement of the following expected results of Major Programme I:
 - (1) national capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies (MLA 1 – expected result 1)
 - (2) national capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues (MLA 1 – expected result 3)

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

The General Conference,

Acknowledging the report of the UNESCO International Institute for Capacity-Building in Africa (IICBA) for the 2010-2011 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,

Recognizing the important role teachers play in providing education of quality and the needs of Member States to develop national capacities to train, retain and manage quality teachers,

1. **Emphasizes** and values the important contribution of the IICBA to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to teacher policy development, capacity development of teacher training institutions, and advocacy, through:
 - (a) support focusing both on the development and implementation of effective teacher policies, including through the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) teacher education curriculum, qualifications frameworks, gender analysis, and training of teacher trainers at all levels in innovative teacher development;
 - (b) capacity building of teacher education institutions (TEIs) in management and quality assurance, in the areas of ICT-enhanced teacher standards, planning for ICT in education strategies and development of ICT and Open and Distance Learning (ODL) and online certificate training programmes in teacher development;
 - (c) advocacy based on research and dissemination of research outputs through publications and policy dialogue, seminars and conferences, as well as through partnership;
2. **Requests** the IICBA Governing Board, acting in conformity with the Statutes of the Institutes and with the present resolution, when approving the Institute's budget for 2012-2013:
 - (a) to ensure that the objectives and activities of IICBA correspond to UNESCO's strategic objectives and the priorities and 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 achievements of the expected results of Major Programme I as listed below;
 - (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IICBA can 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 \$2,600,000;
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 2012-2013 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 IICBA activities in the service of Member States, in conformity with

their respective missions, the priorities of Major Programme I, the strategic objectives of UNESCO for 2008-2013 and the strategic plan of IICBA for 2011-2015;

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 MP I:
 - (1) national capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues (MLA 1 – expected result 3).

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

The General Conference,

Acknowledging the report of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) for the 2010-2011 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,

Recognizing the strategic role of IESALC in renewing higher education and in promoting scientific and technological development in the Member States of Latin America and the Caribbean,

1. **Invites** the Governing Board of IESALC to give priority to the following objectives in the Institute's programme:
 - (a) contribute to the transformation, expansion and consolidation of higher education in Latin America and the Caribbean, with the aim of increasing its quality, relevance, equity, inclusion and respect for diversity, through assistance to Member States and institutions of higher education in the formulation, implementation, and evaluation of higher education policies;
 - (b) promote and reinforce inter-university cooperation as well as collaboration among higher education institutions and society in general, including the establishment of specialized cooperation networks focusing on research, planning, management and evaluation in the field of higher education, and play an active role in the coordination of joint projects of regional scope, favoring joint actions and resources;
 - (c) act as an information clearinghouse and reference centre on the trends and challenges of higher education in the region, thus supporting Member States and institutions in the improvement of their policies and activities and in the strengthening of national and regional capacities;
2. **Also invites** the Governing Board to harmonize the orientations and activities of IESALC with the relevant objectives and strategies of Major Programme I and to take an active role in obtaining regional and international support for the Institute's projects;
3. **Authorizes** the Director-General to support the Institute by providing a financial allocation under Major Programme I for a total amount of \$ 2,200,000;
4. **Expresses its gratitude** to the Government of the Bolivarian Republic of Venezuela for its continuing support and for providing the premises of IESALC free of charge;
5. **Urges** Member States, international organizations, donor agencies, foundations and the private sector to grant or renew their support to enable IESALC to implement the programme activities envisaged for the 2012-2013 biennium;
6. **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 result of Major Programme I:
 - (1) capacities in Member States strengthened to ensure more equitable access to quality higher education, including through innovative modes of provision (MLA 2 – expected result 7).

Draft resolution for Major Programme II – Natural sciences

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 seven 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: Strengthening science, technology, and innovation (STI) systems and policies for sustainable development, poverty eradication, and a culture of peace and non-violence

- (i) support Member States in the review, formulation and implementation of STI policies and the development of endogenous capacity for innovation; and conduct policy studies, review indicators and promote dialogue on STI;
- (ii) strengthen higher education as well as human and institutional capacity-building and associated policies in science and engineering, including through the International Centre for Theoretical Physics (ICTP), the International Basic Sciences Programme (IBSP) and UNESCO's scientific networks and other partners, with emphasis on encouraging innovative curriculum development, supporting science students and young faculty, especially women, and strengthening research capacity through university-industry partnerships and South-South and triangular North-South-South cooperation;
- (iii) mobilize participation in STI by a broad range of stakeholders including youth, women and residents of SIDS, drawing, as appropriate, on local and indigenous knowledge; and contribute to a culture of peace and non-violence through science diplomacy;

Biennial sectoral priority 2: Mobilizing science for the sustainable use of natural resources, renewable energy and energy efficiency, and for natural disaster reduction and mitigation

- (iv) strengthen the lead work of the UNESCO Intergovernmental Oceanographic Commission (IOC), as the specialized intergovernmental body within the United Nations system, to improve ocean governance and foster intergovernmental cooperation through ocean sciences and services; improve scientific knowledge and understanding of oceanic and coastal processes to supporting Member States, especially SIDS and LDCs, 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; safeguard the health of oceans and coastal ecosystems; develop 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;

- (v) 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, 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, other water-related institutes and centres 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;
 - (vi) design and implement the UNESCO Biodiversity Initiative; improve the performance and impact of the Man and the Biosphere (MAB) Programme and the World Network of Biosphere Reserves for the development of biosphere reserves as learning platforms for sustainable development, fostering green societies and addressing climate change; reinforce UNESCO's role within the United Nations system for building earth sciences capacity 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 World Heritage; promote the use of UNESCO-inscribed sites for raising awareness and understanding of climate change and other earth system processes; and promote renewable energy and energy efficiency;
 - (vii) support national and regional efforts to develop, integrate and complement capacities to reduce and address risks arising from land-based and freshwater natural 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;
- (b) to allocate for this purpose an amount of \$20,094,900 for activity costs and \$41,219,300 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 and other intersectoral activities; and
- (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 STI policies and access to knowledge

- (1) Strengthened and self-driven national STI systems built as a result of technical assistance aimed at science reform, review and policy formulation
- (2) Culture of innovation enhanced through national, regional and local innovation systems, science parks and technology business incubators
- (3) STI policy studies conducted, STI indicators reviewed and policy dialogues promoted

Main line of action 2: Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy

- (4) Innovative interdisciplinary science and engineering curricula developed, including in such fields as renewable energy
- (5) Institutional research capacity strengthened through networked centres of excellence, South-South and North-South partnerships and university-industry alliances
- (6) Student research leadership and career mentoring for young researchers developed

Main line of action 3: Mobilizing broad-based participation in STI

- (7) Public awareness of science, technology and engineering raised and STI policy agendas developed with civil society, including women and youth
- (8) Local and indigenous knowledge-driven sustainable development policies and actions developed at global, regional and local levels
- (9) Vulnerabilities of Small Island Developing States (SIDS) addressed through science policy, practice and education
- (10) Peace-building enhanced due to science diplomacy

Main line of action 4: UNESCO Intergovernmental Oceanographic Commission (IOC): strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States

- (11) Effective end-to-end early warning systems for tsunamis and other sea level related hazards, established by Member States at national and regional levels, including disaster preparedness and mitigation measures
- (12) Member States' understanding of ocean environment and related processes in the global climate improved, and skills developed for adaptation to climate change impacts
- (13) Capacities of Member States and their national agencies improved in ocean sciences and services to monitor, assess and manage marine resources
- (14) Oceans and coastal zones protected and sustainably used by Member States

Main line of action 5: Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)

- (15) Adaptation to global changes on river basins at the national, regional and global levels accomplished, based on scientific knowledge base as well as technical and institutional capacities in Member States
- (16) World's freshwater resources assessed, and Member States assisted in strengthening policies for water governance, including of shared waters

- (17) Effective water management strengthened through improved knowledge base and scientifically sound policy guidance for urban areas, arid and semi-arid zones and groundwater resources and aquifer systems
- (18) Water-related education capacities reinforced at all levels, with an emphasis on Africa and gender

Main line of action 6: Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)

- (19) Use of biosphere reserves as learning platforms and places for sustainable development broadened
- (20) Sciences research, education and capacity building for sustainable development strengthened, with a particular focus on Africa
- (21) Sustainable and Equitable use of biodiversity and ecosystem services strengthened
- (22) Biosphere reserves and natural World Heritage sites integrated, in collaboration with UN-REDD and similar climate change mitigation and adaptation financing mechanisms
- (23) Management of natural and cultural World Heritage sites enhanced through a network of space science and space technology partners
- (24) Knowledge base and policies for renewable energy and energy efficiency promoted

Main line of action 7: Natural disaster risk reduction and mitigation

- (25) Disaster resilience, disaster risk assessment and impact mitigation enhanced, including through participation in UN common country approaches
- (26) Scientific knowledge base and adaptation capacity of Member States for water hazards at regional and country levels improved

- 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;
- 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.

Draft resolution for the UNESCO-IHE Institute for Water Education (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 Institute 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),

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,

1. **Requests** the Governing Board of UNESCO-IHE to continue 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);
 - (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) continue to innovate with new ways of delivering education and capacity-building services within developing countries themselves, including 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. **Takes note** of the general principles of the new decadal strategic directions and comprehensive reforms of UNESCO-IHE, aimed at expanding its global impact on water education as decided by the UNESCO-IHE Governing Board, and encourages its timely implementation;

3. **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;
4. **Appeals** to Member States to make voluntary contributions to UNESCO-IHE, 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;
5. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
 - (1) sustainable development enhanced through water education and training, primarily in developing countries
 - (2) research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries
 - (3) capacity to support local water-related organizations increased.

Draft resolution for the Abdus Salam International Centre for Theoretical Physics (ICTP)

The General Conference,

Acknowledging the report of the Abdus Salam International Centre for Theoretical Physics (ICTP) for the 2010-2011 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 including climate change and disaster risk reduction, 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 2012-2013:
 - (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 medical physics, computation, biophysics, nuclear physics, nanotechnology, earth system physics including interdisciplinary areas such as climate change;
 - (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 2012-2013 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 2012-2013 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:

- (1) STI policies implemented, related capacities built, excellence promoted and regional collaboration in developing countries supported
- (2) access increased to scientific knowledge for scientists and science educators especially from developing countries
- (3) programmes on natural disaster risk reduction and mitigation and the impacts of climate change on water resources, food production and health, offered with the needs of end-user groups identified and addressed.

Draft resolution for Major Programme III – Social and human sciences

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 three main lines of action, with special emphasis on the needs of Africa, gender equality, youth and the most vulnerable segments of society, LDCs, SIDS, and countries in post-conflict and post-disaster situations in order to:

Biennial sectoral priority 1: Promoting the ethics of science and technology

- (i) support prospective studies and foresight with respect to new and emerging ethical challenges, in particular within the framework of an ethical approach to development;
- (ii) promote existing normative instruments in the field of bioethics (the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data, the Universal Declaration on Bioethics and Human Rights) and science ethics (the 1974 Recommendation on the Status of Scientific Researchers and the 1999 Declaration on Science and the Use of Scientific Knowledge), and explore the possible relevance of normative instruments in environmental ethics;
- (iii) build capacities to support the development of bodies, institutions and policies at national level to enable developing countries to address the ethical challenges of science and technology, with particular reference:
- to the role of national bioethics committees in enhancing the capacity of Member States at national level to identify and address bioethical challenges with due regard to appropriate human-rights and gender equality frameworks;
 - to the development of ethically grounded policies to respond to development challenges arising from converging technologies and global environmental change;
- (iv) ensure, through education and awareness-raising, that relevant audiences are familiarized both with key ethical challenges and with the resources available to address them, in particular through the maintenance and development of the online Global Ethics Observatory (GEObs) and the development and dissemination of appropriate pedagogical materials;
- (v) foster international, regional and national debate on ethical issues relating to the development of science and technology, especially bioethics, in particular through the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) and in close cooperation with the International Bioethics Commission (IBC) and the Intergovernmental Bioethics Committee (IGBC);

Biennial sectoral priority 2: Supporting Member States in their responses to social transformations, notably to promote democracy and sustainable development for the consolidation of a culture of peace and non-violence

- (vi) advance knowledge on the human rights in the fields of competence of UNESCO, with particular emphasis on the right to enjoy the benefits of scientific progress and to freedom of expression for scientists and intellectuals, and contribute to human rights mainstreaming within the United Nations Development Group through training on the human rights approach to programming;
- (vii) foster the social inclusion of vulnerable populations through, as appropriate, the MOST Programme and the implementation of UNESCO's Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance by:
 - reinforcing capacities to design inclusive, democratic and participatory policies at municipal level, working through the Coalition of Cities against Racism and Discrimination and similar city networks, with particular reference to the situation of migrants;
 - combating HIV/AIDS related discrimination;
 - conducting gendered analysis of the social transformations and ethical challenges in order to support design of appropriately targeted policies; and
 - focusing advocacy initiatives to combat racism and discrimination on young women and young men, recognizing their potential to leverage social transformation;
- (viii) develop innovative actions for the fostering of a culture of peace through enhancement of democratic processes, reconciliation and non-violence, with particular emphasis on:
 - the prevention of violence against women and girls, especially in conflict and post-conflict situations; and
 - the role of youth as partners in national and community development, peace and non-violence by promoting an enabling, rights-based policy environment for successful transitions to adulthood and constructive social engagement, particularly through the implementation of the Strategy on African Youth and the follow-up process of the UNESCO Youth Forum;
- (ix) foster philosophical reflection and capacities for critical thinking within contemporary societies to identify and analyze the current and emerging challenges that need to be addressed for the establishment of a robust culture of peace, in particular through the promotion of spaces of exchange and of the inclusion of philosophy teaching in formal and non-formal education;
- (x) strengthen social science capacities, especially in developing countries, in order to mobilize the skills, capacities, knowledge and infrastructures that reside within the social sciences as drivers of growth and innovation, within a framework of social development and inclusion, particularly through the mechanisms and activities of the MOST Programme;
- (xi) promote inclusion in international agendas of the inherently social and human dimensions of global environmental change, drawing on the contributions of the social and human sciences and paying priority attention to the situation of LDCs and SIDS, notably with respect to climate-driven migration, working in particular through the MOST Programme, the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), cooperation with the International Social

Science Council, notably in connection with the World Social Science Forum and the World Social Science Report; and United Nations processes including the UN Task Force on the Social Dimensions of Climate Change;

- (xii) capitalize on the potential of sport for social transformation, social inclusion and development, and peace processes, working where appropriate through the Intergovernmental Committee on Physical Education and Sport (CIGEPS) and its advisory body, the Permanent Consultative Council (PCC):
- by setting up strategic partnerships to promote the role and potential of sport as a developmental engine; and
 - by providing advice and good practice to Member States to integrate the social dimension of sport into public policy and programmes, particularly with regard to physical education and community sport;

and engage in international efforts to tackle doping in sport through administration and monitoring of the International Convention against Doping in Sport, as well as continuing to provide technical assistance, policy advice and financial assistance to States Parties (with priority given to Africa, LDCs and SIDS) from the Fund for the Elimination of Doping in Sport for the implementation of effective anti-doping programmes;

- (b) to allocate an amount of \$ 9,578,800 for activity costs, and \$ 20,988,800 for staff costs;

2. **Requests** the Director-General:

- (a) to implement the various activities authorized by this resolution, working as appropriate 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: Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics

- (1) Capacity of Member States enhanced at national level to identify and address bioethical challenges with due regard to appropriate human-rights and gender equality frameworks
- (2) Policies developed to respond to ethical development challenges arising from converging technologies and global environmental change
- (3) Awareness raised among relevant policy communities, at the national, regional and global levels, about the ethical challenges of science and technology

Main line of action 2: Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth

- (4) Human rights in the fields of competence of UNESCO advanced and integrated into policies in Member States
- (5) Policies or strategies that support social inclusion, with particular reference to anti-discrimination, adopted by municipal authorities

- (6) Social change conducive to peace and non-violence promoted through youth empowerment and engagement of young women and men in their communities
- (7) Understanding of the implications of social and political challenges improved on the basis of philosophical knowledge, with particular focus on culture of peace and democracy

Main line of action 3: Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities

- (8) Social science capacities strengthened, especially in developing countries
 - (9) International agendas on global environmental change informed by emphasis on its inherently social and human dimensions, drawing on the contributions of the social and human sciences
 - (10) Increased recognition by governments and influential sports bodies of the potential of sport as a catalyst for social transformation and consolidation of social capital, with particular reference to the implementation of the International Convention against Doping in Sport
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 fully achieved.

Draft resolution for Major programme IV – Culture

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 six main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS and as well as the most vulnerable segments of society, including indigenous peoples, in order to:

Biennial sectoral priority 1: Protecting and promoting heritage and cultural expressions

- (i) provide effective support to States Parties in implementing the 1972 World Heritage Convention through the organization of the statutory meetings of its governing bodies – the General Assembly of States Parties and the World Heritage Committee – and ensuring the timely and effective implementation of their decisions;
- (ii) increase awareness about heritage protection and conservation through the further development of an integrated and comprehensive information and knowledge management system, as well as through promotional and awareness-raising activities that enhance the visibility of the Convention and to this end facilitate the greater involvement of vulnerable groups including young people, women and indigenous communities in World Heritage conservation;
- (iii) promote cultural and natural heritage conservation as a key vector for sustainable development, social cohesion, dialogue and peace in particular by working with States Parties to manage the rapidly growing forces of tourism, urbanization and climate change;
- (iv) undertake action to promote the inscription of under-represented regions and categories of heritage to the World Heritage List, and operational conservation projects in priority regions and countries, including for properties on the List of World Heritage in Danger and in post-conflict post-disaster situations;
- (v) promote standard-setting activities for the support of cultural objects by supporting the statutory meetings of High Contracting Parties to the 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict and of the Parties to its Second Protocol, as well as of the Second Protocol Intergovernmental Committee; and undertake capacity-building and awareness-raising activities in Member States;
- (vi) ensure the effective implementation of the 2001 Convention on the Protection of the Underwater Cultural Heritage by providing effective support to Meetings of Parties to the Convention; encouraging new ratifications and undertaking capacity-building and awareness-raising activities in Member States;
- (vii) ensure the effective implementation of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and meetings of States Parties to the Convention and of the Intergovernmental

Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation;

- (viii) promote related awareness of and involvement in the UNESCO policy on fighting illicit traffic through capacity-building activities including the expansion, translation and updating of the Cultural Heritage Laws Database and related information-sharing endeavours;
- (ix) ensure the effective implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, in particular by organizing meetings of the governing bodies, and their subsidiary and consultative bodies for the examination of nomination files for the statutory lists; supporting and processing requests for international assistance from the Intangible Cultural Heritage Fund; and facilitating the participation of communities, practitioners, NGOs, non-profit making organizations, experts and centres of expertise in the implementation of the Convention;
- (x) enhance the protection and transmission of intangible cultural heritage by supporting States Parties in developing and/or strengthening national policies and human capacities in the field of intangible cultural heritage; implementing international assistance-funded safeguarding activities and effective utilization of “best practices” for public awareness and strengthened safeguarding capacities targeting in particular youth and women;
- (xi) support the governing bodies of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions through the timely organization of statutory meetings and assuring the effective management of the International Fund for Cultural Diversity, as well as the further development of knowledge management resources and tools;
- (xii) develop awareness raising activities to enhance the visibility of the Convention and further increase the number of Parties to it, as well as to support the development and/or strengthening of policies that promote the creation, production, distribution and enjoyment of cultural expressions at the national level, and collect and disseminate best practices in this regard;

Biennial sectoral priority 2: Advocating for the inclusion of culture and intercultural dialogue in development policies to foster a culture of peace and non violence

- (xiii) advocate for the inclusion of culture in international development policies and its integration in United Nations joint programming exercises, including UNDAFs, as well as developing strategic partnerships promoting the role of culture in sustainable development;
- (xiv) convene an international conference on Culture and Development in 2013;
- (xv) strengthen management tools for sustainable development in cities and enhance cooperation between the cities of industrialized countries and developing countries;
- (xvi) continue efforts to create an enabling environment for the emergence of cultural and creative industries and for their positive impact on economic development in developing countries;
- (xvii) mobilize innovative partnerships to promote and strengthen the role of museums as social, educational and economic actors, particularly in Africa and the Least Developed Countries, to build their capacities in the fields of (i) safeguarding the heritage, (ii) awareness raising of cultural diversity, and (iii) economic entrepreneurship in local handicrafts, cultural industries and cultural tourism;

- (xviii) promote tourism as a vector for sustainable economic development through partnerships with United Nations entities and the private sector that foster good practices among policy-makers and the tourism industry, and contribute to local economic development and intercultural dialogue;
 - (xix) demonstrate the role of cultural expressions, arts education and cultural and natural heritage in fostering dialogue and social cohesion, especially in post-conflict and post-disaster contexts;
 - (xx) promote the pedagogical exploitation of the UNESCO general and regional histories through the production of teaching materials and their integration into school curricula;
 - (xxi) consolidate efforts to promote dialogue among cultures and increase awareness of cultural interactions gained through the International Year for the Rapprochement of Cultures, 2010, through flagship projects such as the Slave Route project and, the intersectoral initiative “Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal” and the enhancement of the intercultural skills of young people and women;
- (b) to allocate for this purpose an amount of \$16,868,600 for activity costs, and \$38,130,700 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 cultural and natural heritage through the effective implementation of the 1972 Convention

- (1) The 1972 World Heritage Convention effectively implemented
- (2) Contribution of World Heritage properties to sustainable development enhanced
- (3) Cultural and natural heritage protection strengthened, especially in Africa, in post-conflict or post-disaster situations, in SIDS and LDCs

Main line of action 2: Enhancing the protection of cultural property and fighting against its illicit traffic through the effective implementation of the 1954, 1970 and 2001 Conventions

- (4) Protection of cultural properties through the effective implementation of the 1954 Convention and its two Protocols enhanced
- (5) Effective implementation of the 2001 Convention encouraged and international cooperation for the preservation of underwater cultural heritage increased
- (6) The 1970 Convention effectively implemented and restitutions increased

Main line of action 3: Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention

- (7) Statutory meetings of the governing bodies of the 2003 Convention effectively organized and implemented

- (8) Implementation of the Convention facilitated and safeguarding capacities strengthened at the national level
- (9) Intangible cultural heritage better safeguarded

Main line of action 4: Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention

- (10) The 2005 Convention effectively implemented
- (11) Policies, measures and programmes pertaining to the 2005 Convention elaborated and strengthened
- (12) Information and best practices collected and shared with State Parties to the 2005 Convention

Main line of action 5: Promoting the role of culture in development at global, regional and national level

- (13) The role of culture in sustainable development better integrated in international development policies and within the United Nations common country programming exercises
- (14) Contributions of cities to sustainable development enhanced
- (15) Role of culture in sustainable development fostered through creative and cultural industries
- (16) Social, economic and educational roles of museums as vectors for sustainable development and dialogue strengthened
- (17) Sustainable tourism as a vector for economic development promoted

Main line of action 6: Promoting intercultural dialogue, social cohesion and a culture of peace and non violence

- (18) Heritage and Dialogue mechanism for promoting cooperation and understanding established in all regions
- (19) Promotion and use of General and Regional Histories for educational purposes strengthened
- (20) Knowledge of the slave trade, slavery and the African diaspora enhanced
- (21) Follow-up to 2010 International Year for the Rapprochement of Cultures
- (22) Conditions, capacities and arrangements for intercultural dialogue strengthened locally, nationally and regionally

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;
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.

Draft resolution for Major Programme V – Communication and information

The General Conference

1. **Authorizes** the Director-General:

- (a) to implement the plan of Action for Major Programme V, structured on the two biennial sectoral priorities and three main lines of action mentioned below while ensuring priority to Africa and gender equality. Emphasis will also be placed on Least Developed Countries (LDCs), Small Island Developing States (SIDS), indigenous peoples and countries in post-conflict and post-disaster situations. The Communication and Information Sector will continue to develop partnerships with civil society, private sector and other UN agencies, and promote South-South and North-South-South cooperation;

Biennial sectoral priority 1: Promoting freedom of expression and information

- (i) Promote the free flow of ideas by sensitizing governments, public institutions and civil society to strive towards freedom of expression and freedom of the press as a central element in building strong democracies, through the annual celebration of the World Press Freedom Day and the awarding of the UNESCO-Guillermo Cano World Press Freedom Prize, while recognizing that the principle of freedom of expression must be applied not only to traditional media, but also to the Internet;
- (ii) Encourage governments to develop legislative instruments to defend freedom of expression, press freedom and freedom of information as a basic human right. Provide support for the development of free, independent and pluralistic media, especially in countries in transition as well as in conflict and post-conflict areas;
- (iii) Monitor the status of press freedom and safety of journalists, with emphasis on cases of impunity for violence against journalists, including monitoring the judicial follow-up through the Intergovernmental Council of the IPDC. Build gender-sensitive capacities of media professionals to enable them to apply the highest ethical and professional standards, particularly in the application of best practices with regard to investigative journalism and reporting on elections;
- (iv) Foster dialogue, cultural self-expression, mutual understanding, peace and reconciliation, particularly in conflict-sensitive situations and assist in the creation of enabling environments for freedom of expression, freedom of information and independent media. Build capacities of the media to report on disaster risk reduction and humanitarian action in post-disaster environments;
- (v) Assist the development of free, independent and pluralistic media in developing countries and those in transition through the International Programme for the Development of Communication (IPDC). Support Member States to address media development needs in a strategic manner through multi-stakeholder assessments based on the UNESCO Media Development Indicators;

- (vi) Promote community media, in particular for the inclusion of marginalized groups, especially marginalized women, in democratic discourse, and as learning platforms for development. Increase the level of UN inter-agency collaboration on Communication for Development at the country level;
- (vii) Build capacities of journalism training institutions to offer high quality journalism education based on the relevant UNESCO Model Curricula and on the UNESCO criteria for institutional excellence in this field. Improve science literacy among journalists to enable informed reporting on issues impacting on sustainable development;
- (viii) Foster media and information literacy, particularly through teacher training institutions, and in partnership with broadcasting associations and media organizations as a larger civic education movement. Improve media and information literacy among user-generated content producers, and contribute to setting standards in user-generated content for publicly-funded media organizations;

Biennial sectoral priority 2: Fostering information and communication capacities for universal access to knowledge to bridge the digital divide

- (ix) Support actions that help reduce the digital divide and promote opportunities to access information and communications technologies (ICTs) and their use of the internet for development. Particularly develop and foster partnerships with both public and private sectors to address and diminish the digital divide and the gap between men and women, households, businesses and geographic areas at different socio-economic levels of this divide. Coordinate UNESCO's role in the Broadband Commission for Digital Development, recognizing the importance of broadband for development;
 - (x) Promote the application of ICTs to enhance the quality of and access to education, including the stimulation of production, sharing and access to open educational resources (OER), and to build scientific knowledge through the promotion of open access to scientific research results;
 - (xi) Harness ICTs for the empowerment of local communities to exploit cultural production and heritage and contribute to increasing awareness, participation and exploitation of free and open source software (FOSS), open web and open standards in developing countries;
 - (xii) Protect and digitize documentary heritage of universal value through the Memory of the World Programme, and promote the preservation and safeguarding of original material through the Memory of the World Register and the UNESCO/Jikji Memory of the World Prize;
 - (xiii) Foster and strengthen libraries and archives as contributors to knowledge societies and build the capacities of information professionals. Further strengthen the World Digital Library to make rare and unique documents from libraries and cultural institutions all over the world available online, free of charge;
 - (xiv) Reinforce the international and national outreach of the Information for All Programme (IFAP) and assist Member States in elaborating and implementing national information policy frameworks for universal access to information;
- (b) to allocate an amount of \$12,516,300 for activity costs and \$21,243,000 for staff costs;

2. Requests the Director-General:

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

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

Main line of action 1: Promoting an enabling environment for freedom of expression to foster development, democracy, and dialogue for a culture of peace and non-violence

- (1) Freedom of expression, freedom of information and press freedom more broadly promoted and integrated into policies in Member States, and related internationally recognized legal, safety, ethical and professional standards respected
- (2) The role of media enhanced to contribute to a culture of peace and democratic governance
- (3) Media capacities strengthened to foster dialogue and reconciliation, contribute to disaster risk reduction and provide humanitarian information

Main line of action 2: Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development

- (4) Member States supported in the development of free, independent and pluralist media, reflecting the diversity of the society
- (5) Capacities of media training and journalism education institutions strengthened to reach the established criteria of excellence in training as regards journalists' investigative skills and gender equality perspectives in media
- (6) Media and Information Literacy (MIL) enhanced to enable citizens to make full use of their rights to freedom of expression and the right to information, taking into account the access and needs of both women and men

Main line of action 3: Empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage

- (7) The impact of activities in the fields of education, sciences and culture enhanced through gender-sensitive Open Suite strategies (open access, free and open source software and open educational resources) and innovative ICTs
- (8) World's documentary heritage protected and digitized; preservation strategies adopted and archives and libraries reinforced as centres of education and learning
- (9) Member States enabled to implement WSIS outcomes and develop gender-sensitive policy frameworks for universal access to information

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;
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 MP V are also being fully implemented.

UNESCO Institute for Statistics (UIS)

06000

Draft resolution for UNESCO Institute for Statistics (UIS)

The General Conference,

Taking note of the reports of the Governing Board of the UNESCO Institute for Statistics (UIS) for 2010 and 2011,

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 to:
 - (a) 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) continue to support Member States and build their capacities in developing national strategies through conducting training in data collection and use, dissemination of technical guidelines and tools, and through the provision of expert advice and support to in-country statistical activities;
 - (c) support the development of policy analysis in Member States by: training in analysis, conducting analytical studies in partnership with international specialists, disseminating best practices and analytical reports to a wide audience; and by regularly reporting on the dissemination and use of UIS statistics;
 - (d) 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 Organization for Economic Co-operation and Development (OECD) and the Statistical Office of the European Communities (Eurostat);
 - (e) address the issue of education quality and the related increasing importance of assessing learning outcomes by consolidating its clearinghouse role in this field, promoting cooperation and convergence among existing international initiatives regarding student assessment, and expanding the implementation of the Literacy Assessment and Monitoring Programme (LAMP) in new countries as well as presenting the results from the participating countries;
 - (f) implement the revised International Standard Classification of Education (ISCED) subject to approval by the General Conference;
2. **Authorizes** the Director-General to support the UNESCO Institute for Statistics by providing a financial allocation of \$9,369,200;

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:

Main line of action 1: Development of education indicators and promotion of data use and analysis

- (1) More relevant and timely education statistics and indicators produced
- (2) Appropriate methodologies and standards in the field of education statistics developed, maintained and refined
- (3) Capacities of national statisticians strengthened in the production and use of national and comparative education data
- (4) Use and analysis of education statistics promoted

Main line of action 2: Development of international statistics on education outcomes

- (5) Data on the distribution of literacy skills produced by more Member States and information used to design and implement education policies and programmes
- (6) Methodologies for the assessment and monitoring of literacy developed, refined and implemented
- (7) A framework to undertake comparative analysis and international monitoring of progress in learning outcomes established

Main line of action 3: Development of international statistics on science and technology (S&T); communication and information; and culture

- (8) Timely statistical information, and analysis on research and development and innovation statistics are available to Member States
- (9) New S&T methodological tools are available to Member States
- (10) Data on ICT in education are collected within the UIS annual education survey and made available in the UIS database
- (11) New statistical information on print, broadcast and online media is made available through the UIS database
- (12) Capacities of national statisticians strengthened in the production of culture statistics and the use of new methodological tools facilitating application of the 2009 UNESCO Framework for Culture Statistics
- (13) More data on feature films and another culture topic are available in the UIS database

Main line of action 4: Reinforcement of cross-cutting statistical activities

- (14) The quality of data produced by the UIS is improved and constantly monitored
- (15) UIS data users have easier and more efficient access to the UIS data through the redesigned online Data Centre

Intersectoral Platforms

07000

Draft resolution for Intersectoral platforms

The General Conference

1. **Welcomes** the formation of intersectoral platforms in areas of convergence of different Major Programmes, which allow an exchange of ideas and a more flexible programme delivery enhancing value and impact;
2. **Highlights** the need to promote a culture of intersectorality into the work of the Secretariat and covering the Organization's activities as a whole, and **calls on** the Director-General to ensure that intersectoral work be proactively pursued on other issues than those covered by the intersectoral platforms;
3. **Underlines** the need to avoid overlaps and duplication and to monitor regularly the execution of the platforms' activities, to ensure accountability and report on expected results, lessons learned and obstacles encountered during their implementation in the Director-General's statutory reports;
4. **Authorizes** the Director-General to implement the plan of action for the intersectoral platforms, in order to promote intersectoral action through the following six intersectoral platforms:
 - (a) promotion of a culture of peace and non-violence;
 - (b) UNESCO's contribution to climate change mitigation and adaptation;
 - (c) UNESCO's contribution to the fight against HIV/AIDS;
 - (d) UNESCO's support to countries in post-conflict and post-disaster situations;
 - (e) UNESCO's contribution to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS);
 - (f) Priority Africa and its implementation by UNESCO;
5. **Approves** the allocation of 10% of the activity budget of the Major Programmes (excluding Category 1 institutes) to be used for funding the intersectoral platform activities;
6. **Decides** to allocate for this purpose an amount of \$10,047,100 for activity costs;¹
7. **Requests** the Director-General to report periodically to the Governing bodies, in the statutory reports, on the achievement of the expected results of each intersectoral platform, as spelled out in the chapter on Intersectoral platforms (Part II.A, volume 2);

¹ This amount does not include the contribution from IOC (of approximately \$365,500). IOC will participate fully in the implementing of relevant IPs. However, unless the General Conference decides otherwise, IOC's IP contribution will remain within its budget and will not be pooled with the other contributions under the IP appropriation line.

8. **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;
9. **Emphasizes** the importance of integrated actions by Headquarters, field offices and category 1 institutes in the work of the platforms;
10. **Stresses** that intersectoral platforms should seek engagement and cooperation with National Commissions, all UNESCO's partners, networks and organizations at regional, subregional and national levels.

Field Office Implementation of Decentralized Programmes

08000

Draft resolution for Field office implementation of decentralized programmes

The General Conference

1. **Authorizes** the Director-General:

- (a) to implement the first phase of the plan of action in order to:
 - (i) 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;
 - (ii) pursue the implementation of the strategy for the reform of UNESCO's field presence network 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;
 - (iii) 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;
 - (iv) monitor the overall performance of field offices through joint reviews with sectors and services concerned;
 - (v) ensure the performance assessments of all Directors and Heads of field offices;
 - (vi) manage, administer and monitor the implementation of field offices' operating expenditures;
 - (vii) reinforce their managerial and administrative capacities, and coordinate their overall staffing;
 - (viii) 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;
 - (ix) coordinate UNESCO's responses to post-conflict and post-disaster situations, and serve as focal point for corresponding inter-agency mechanisms;
 - (x) monitor and develop 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 international, regional and country levels;

- (b) to allocate for this purpose an amount of \$309,200 for coordination activity costs, \$20,725,500 for field office operating costs and \$61,638,600 for staff costs at Headquarters and in the field offices;
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) the first phase of UNESCO's reform of its field presence network implemented
 - (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) capacity and skills of field staff improved
 - (5) acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments
 - (6) abilities of all UNESCO personnel enhanced and made sustainable regarding field security and safety matters
 - (7) integration into United Nations post-conflict and post-disaster responses ensured
 - (8) staff capacities for post-conflict and post-disaster situations reinforced, based on lessons learnt;
 - (9) capacity for fund-raising for post-conflict and post-disaster interventions enhanced
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.

Programme-Related Services

09100

Draft resolution for the 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 initiatives and activities to benefit Africa, in order to:
 - (i) better identify Africa's priority development needs by forging closer institutional and working relations with the offices in Africa and strengthening cooperation with African Member States, National Commissions, regional and subregional organizations as well as civil society organizations and grassroots communities;
 - (ii) ensure that the "global priority" accorded to Africa is taken into account at all levels of the Organization, in significantly different ways, in terms of both programming and human and budgetary resources;
 - (iii) strengthen the impact, consistency and sustainability of UNESCO's activities in Africa by increasing impetus to and monitoring and coordination of intersectorality and by introducing mechanisms for pooling resources and decentralized, participatory intermediaries;
 - (iv) support the achievement of the strategic and biennial objectives in the C/4 and C/5 documents, those of the international reference frameworks, in particular the Millennium Development Goals and Education for All (EFA), as well as those set by the decisions and plans of action adopted by African bodies, especially the African Union (AU) and the Regional Economic Communities (RECs), by implementing a suitable strategy of substantive, technical and financial partnerships, with particular emphasis placed on intra-African partnerships, including the private sector;
 - (v) provide UNESCO's assistance to the African regional and subregional integration process in its fields of competence;
 - (vi) support and consolidate structural conflict prevention and post-conflict and post-disaster reconstruction mechanisms and activities, in particular by injecting new dynamism into and strengthening the Programme of Education for Emergencies and Reconstruction (PEER) and incorporating it into an overall Culture of Peace approach;
 - (vii) strengthen UNESCO's participation in the joint coordination and programming mechanisms of United Nations system agencies in Africa;
 - (viii) foster ownership of UNESCO's ideals and enhance the visibility of its action in Africa;

- (ix) strengthen the role of the Africa Department as a focal point for all matters relating to Africa;
 - (b) to allocate for this purpose a sum of \$1,437,100 for activity costs and \$3,835,400 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) impact of UNESCO's programmes in Africa increased and strengthened through improved identification of Africa's priority development needs and joint/shared implementation, in particular with the AU and agencies of the United Nations system and/or regional, subregional, national and local intermediaries/partners
 - (2) intersectoral coordination, crucial to collective ownership in terms of the design, implementation and evaluation of programmes for Africa as a "global priority", (i) boosted through the restructuring, reactivation and enhancement of existing coordination mechanisms, and (ii) strengthened by the introduction of innovative mechanisms, in particular promising special projects and programmes
 - (3) relations with Member States in Africa consolidated and networks of bilateral, multilateral and civil society and private sector partnerships to support "Global Priority Africa" established and mobilized at the intra-African and international levels
 - (4) visibility of UNESCO's action in Africa strengthened
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.

Draft resolution for the Coordination and monitoring of action to benefit gender equality

The General Conference

1. **Authorizes** the Director-General

- (a) to implement the plan of action, ensuring the consistency and complementarity of efforts to promote gender equality and the empowerment of women through a coordinating and monitoring mechanism, in order to:
 - (i) lead and coordinate UNESCO's efforts to promote gender equality (with a systematic focus on both women/girls and men/boys) and the empowerment of women;
 - (ii) serve as the focal point for all questions pertaining to gender equality and the empowerment of women;
 - (iii) ensure the visibility of UNESCO's actions in this area through systematic and visible reporting/communication of gender equality results;
 - (iv) provide upstream policy advice and recommendations to senior management on mainstreaming gender equality in the structure of the UNESCO Secretariat;
 - (v) strengthen UNESCO's management and accountability systems for the implementation of Priority Gender Equality and the achievement of gender equality results;
 - (vi) enhance UNESCO's efforts to mobilize its partners and stakeholders to the achievement of gender equality results through systematic advocacy at all levels and through policy dialogue;
 - (vii) 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;
 - (viii) monitor the implementation of the actions and the attainment of the results identified by the Programme Sectors, Field Offices and Institutes in the Priority Gender Equality Action Plan for 2008-2013 (GEAP);
 - (ix) analyse workplans from all Secretariat units to ensure results identified in GEAP and in biennial programme and budget documents are achieved and maximized through either mainstreaming gender equality considerations in all policies, programmes and projects or through gender-specific programming that target specific and systematic gender inequalities;
 - (x) provide technical assistance and backstopping to all programme sectors – including intersectoral platforms, central services, field offices and institutes on the implementation of Priority Gender Equality;
 - (xi) provide capacity building and training on gender equality and gender mainstreaming to staff and constituents;
 - (xii) provide technical advice for gender responsive human resources and staff policy;

- (xiii) monitor gender balance in the Secretariat;
 - (xiv) participate and provide input to, as UNESCO's central focal point for gender equality, the United Nations inter-agency processes concerned with gender equality and the empowerment of women;
 - (xv) monitor and contribute to the United Nations system-wide reform processes pertaining to the pursuit of gender equality at the global, regional and country levels, and formulate strategies for UNESCO's involvement at different levels in matters related to gender equality;
 - (xvi) forge a strong partnership with other UN agencies working in the area of gender equality and the empowerment of women, such as the UN Women, UNFPA and others;
 - (xvii) promote cooperation and partnerships with Member states, as well as the private sector and mobilize multilateral and bilateral development assistance mechanisms;
- (b) to allocate for this purpose an amount of \$664,000 for activity costs and \$1,734,400 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:
- (1) Gender equality and women's empowerment promoted in all UNESCO programmes at all stages of the programme design, implementation, monitoring and evaluation through gender mainstreaming and gender specific programming ensuring compliance with the strategic orientations and the programming frameworks and priorities set by the governing bodies, actions/results identified in GEAP as well as with the Director-General's directives
 - (2) Requisite staff and institutional capacities built for gender mainstreamed and gender-specific programming, advocacy and policy advice
 - (3) UNESCO's strategic contribution to the UN inter-agency cooperation in the area of gender equality and the empowerment of women articulated and integrated at the global, regional and country levels
 - (4) Member States support and undertake initiatives in favor of gender equality and the empowerment of women
 - (5) New partnerships with various stakeholders, including the private sector, to promote gender equality and the empowerment of women established and 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 administration, travel, contractual services and publications.

Draft resolution for Strategic planning, programme monitoring and budget preparation

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 (37 C/5) in its entirety in line with the guidance provided by the governing bodies, the Director-General's directives and on the basis of the principles of results-based planning and programming, transparency, efficiency and rationalization;
 - (ii) monitor the implementation of the Medium-Term Strategy (34 C/4) through the biennial Programme and Budget documents, and prepare a draft Medium-Term Strategy (37 C/4) for consideration by the Executive Board and the General Conference;
 - (iii) analyse work plans from all Secretariat units to ensure conformity with the decisions of the governing bodies concerning document 36 C/5, the Director-General's directives and the requirements of results-based programming, management, monitoring and reporting (RBM);
 - (iv) 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;
 - (v) participate in, provide input and assist programme sectors and field offices in contributing substantively to United Nations inter-agency processes concerned with the United Nations reform and programme issues at the global, regional and country levels, in particular the Chief Executive Board and its subsidiary bodies, and strengthen staff capacities in this regard;
 - (vi) pursue the implementation of the Director-General's Extrabudgetary Action Plan by:
 - programming activities for extrabudgetary support through the Complementary Additional Programme (CAP) corresponding to the priorities of the regular programme of the Approved 36 C/5;
 - implementing and refining, as needed, the Organizations' resource mobilization strategy with a wider recourse to thematic funding approaches;
 - further developing and coordinating the implementation of public/private sector partnerships;
 - developing innovative financing approaches for sector-specific activities; and
 - strengthening the implementation and monitoring of extrabudgetary activities, especially through capacity-building of staff members;
 - (vii) provide backstopping for the intersectoral platforms as a whole and serve as the lead for the intersectoral platform on "Promotion of a culture of peace and non-violence";

- (viii) promote the integration of a future-oriented approach and foresight in all the fields of competence of the Organization; identify, together with the programme sectors, emerging trends and challenges in the Organization's fields of competences; and undertake foresight-oriented activities together with the programme sectors;
 - (ix) monitor, in close cooperation with the Africa Department and the Division of Gender Equality in the Office of the Director-General, the programme activities benefiting Africa and gender equality being the two global priorities of the Organization;
 - (x) promote South-South and North-South-South cooperation; support to the Least Developed Countries (LDCs), the Small Island Developing States (SIDS), the most vulnerable segments of society, including indigenous peoples, countries in post-conflict and post-disaster situations and to countries in transition as well as middle-income countries;
 - (xi) progressively ensure that the principles of the results-based management approach and a risk management approach are implemented, capturing expected results and, to the extent possible, the impact of the Organization's activities; and provide training and coaching programmes for staff and Member States;
 - (xii) manage the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER) and provide staff and Member States capacity training programmes in collaboration with the Sector for Administration (ADM);
- (b) to allocate for this purpose an amount of \$1,726,600 for activity costs and \$7,713,500 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) Draft Medium-Term Strategy for 2014-2019 (37 C/4) and the Draft Programme and Budget for 2014-2015 (37 C/5) prepared
 - (2) Programming, monitoring and reporting functions carried out in line with UNESCO's results-based approach and in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and with the Director-General's directives
 - (3) Volume of extrabudgetary resources stabilized, with a higher ratio of un-earmarked resources, through the enhancement and diversification of channels and methods for resource mobilisation, including public-private sector partnerships and innovative financing approaches
 - (4) Overall coordination, guidance and backstopping provided to the intersectoral platforms, including the lead for the intersectoral and interdisciplinary programme of action for a culture of peace and non-violence, the integrated comprehensive strategy on the category 2 institutes and centres, as well as other themes and policy issues of a strategic nature
 - (5) Foresight activities related to emerging trends and challenges at global and regional levels undertaken, integrated into programming of all Sectors and results widely disseminated
 - (6) 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 dedicated programme resources and staff capacity-building programmes
 - (7) Staff capacities strengthened in RBM, SISTER, the mobilisation and management of extrabudgetary resources and UN reform/UNDAF approaches
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.

Draft resolution for Organization-wide knowledge management

The General Conference

1. **Authorizes** the Director-General:
 - (a) to implement the plan of action in order to:
 - implement effective knowledge and information management systems (KIMS) strategy of the Organization based on user needs in order to: support knowledge creation, capture, retention and sharing throughout the Organization; to support effective and efficient decision-making at all levels of the Organization and to enhance organizational learning;
 - (b) to allocate for this purpose an amount of \$1,752,300 for activity costs and \$3,345,600 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) strategic vision for knowledge and information management elaborated including requirements for knowledge dissemination
 - (2) governance and decision-making process for investments in knowledge and information management defined and implemented across the Organization
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.

Draft resolution for External relations and public information

The General Conference

1. **Requests** the Director-General to examine ways and means to further rationalize the financial resources allocated to Part II.B.5 of document 36 C/5 Approved, while striking a necessary balance between the means to strengthen cooperation with institutional partners and official cooperation networks and those required to increase the visibility of these actions. Therefore, she is invited to optimize, as far as possible, the use of available resources, by increasing the efficiency of current services, by reducing expenditures related to travel and contractual services and to report to the governing bodies periodically on potential cost savings in the above-mentioned areas;
2. **Authorizes** the Director-General:
 - (a) to implement the plan of action in order to:
 - (i) strengthen relations with Member States and Associate Members by, *inter alia*:
 - cooperating closely with Permanent Delegations to UNESCO and the established groups of Member States at UNESCO, as well as with the established subregional and regional organizations with which UNESCO has a legal relationship;
 - ensuring the effective preparation and follow-up of official visits;
 - helping to prioritize UNESCO's actions in Member States and Associate Members;
 - promoting universal membership of the Organization;
 - planning general or thematic information meetings with Permanent Delegates;
 - preparing the Director-General's official travel to Member States in an optimal manner;
 - updating the website database of country profiles regarding cooperation with UNESCO;
 - (ii) reaffirm the profile and core competences of UNESCO in the United Nations system and reinforce cooperation with other intergovernmental organizations by, *inter alia*:
 - monitoring and analysing important developments in these bodies;
 - coordinating the contributions to documents and reports, and to inter-agency and intergovernmental meetings;
 - ensuring the monitoring and implementation of formal agreements;
 - (iii) enhance the role and capacity of National Commissions and develop partnerships with associated networks by, *inter alia*:
 - increasing cooperation with National Commissions;
 - promoting bilateral, subregional, regional and interregional cooperation among National Commissions;

- strengthening their operational capacities, in particular through training;
 - reinforcing the partnerships of National Commissions with civil society representatives and their interface with UNESCO field offices and United Nations country teams;
 - enhancing advocacy and awareness about the role and contributions of National Commissions;
 - increasing the cooperation with National Commissions in the mobilization and management of extrabudgetary resources;
 - broadening support for UNESCO's ideals in Member States through close cooperation with parliamentarians and parliamentary institutions at the national, regional and interregional levels;
 - encouraging UNESCO Clubs, Centres, Associations and networks, as well as local authorities, to contribute to the promotion of UNESCO's objectives;
- (iv) develop a culture of partnerships with civil society and with new partners by, *inter alia*:
- strengthening ties with its partner NGOs at all stages of UNESCO's programming and programme implementation cycle;
 - selecting new active and visible partners, particularly in developing countries;
 - establishing the most relevant and useful forms of cooperation for the achievement and visibility of each major project;
 - continuing to increase the participation of NGOs in the work of the governing bodies, notably the Executive Board's Committee on International Non-Governmental Organizations (NGOs);
 - promoting and strengthening cooperation with civil society in the regions through the National Commissions and field units;
 - simplifying the statutory framework for UNESCO-NGO cooperation, and improving the collective mechanisms for cooperation;
 - producing a map of NGOs active in UNESCO's fields of competence, including at the national level;
- (v) improve the visibility and image of UNESCO by, *inter alia*:
- delivering a new communication strategy based on the fostering of a culture of communication across the Organization and supported by a comprehensive, concise and coherent set of multimedia communication materials;
 - reinforcing UNESCO's collaboration with news and information media in order to encourage regular and comprehensive media coverage;
 - ensuring the collection and production of high quality timely and informative video materials and photographs for distribution to television and multimedia outlets around the world;
 - taking a more strategic approach to public events and communication opportunities;
 - enhancing the quality and relevance of publications in both traditional print media and online by reinforcing their focus on programme priorities and developing topical cross-cutting themes;

- establishing a modernized and integrated web presence with rich media links to videos, photos, and audio, thus uniting previously disparate document repositories, photobanks, and video collections into a single user-friendly platform;
 - building new communication and distribution channels, from social media tools to e-readers, increasingly utilized to bring UNESCO's vast knowledge and resources to all, especially younger audiences;
 - efficiently administering UNESCO Prizes;
 - participating in commemorations of historic events and anniversaries of personalities organized by Member States and Associate Members;
- (b) to allocate for this purpose an amount of \$4,493,300 for activity costs and \$25,977,600 for staff costs;
3. **Requests** the Director-General to report in the statutory documents on the achievement of the following expected results:
- increased cooperation with Member States, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO;
 - creation of a customized website for Member States with a rich online presentation of data about each Member State and its UNESCO interactions;
 - better strategic planning of the Director-General's official visits to Member States and Intergovernmental Organizations;
 - enhanced visibility of UNESCO activities through regular and sectoral thematic information meetings with Permanent Delegates and Observers;
 - UNESCO's involvement in inter-agency mechanisms of the United Nations system increased and cooperation with other specialized agencies enhanced;
 - information and analyses of relevant issues of major interest to the United Nations system regularly disseminated within the Secretariat to enhance cooperation;
 - substantive input by UNESCO to United Nations documents and reports and to the major international meetings planned during this period coordinated;
 - cooperation with intergovernmental organizations, development of partnerships, preparation and implementation of joint projects and monitoring of cooperation agreements strengthened;
 - effective contribution of National Commissions and related networks to the preparation, implementation and evaluation of UNESCO's programmes secured;
 - cooperation between National Commissions and UNESCO field networks strengthened within the United Nations common country programming;
 - contribution of National Commissions to the mobilization of UNESCO partners and networks ensured;
 - partnerships with Parliamentarians, UNESCO Clubs movement, cities and local authorities strengthened;
 - contribution of National Commissions and related network to the visibility of UNESCO enhanced at the country level;
 - annual reporting by National Commissions on the impact of their activities, mobilization of partners and/or funds, and programmatic contribution;

- statutory framework for cooperation with NGOs and foundations improved and simplified;
 - participation of non-governmental partners in the work of the governing bodies strengthened;
 - comprehensive communication plan drawn up, implemented and evaluated, in accordance with programme priorities;
 - increased and more positive coverage of UNESCO's activities and priorities in leading national and international media outlets;
 - partnerships established with major news organizations;
 - better knowledge of UNESCO's image in the media;
 - increased use of UNESCO's audiovisual materials – including videos and photos by media networks, including television and other multimedia information sources;
 - increased presence of high quality videos and photos on the UNESCO web portal;
 - development of an online bank of multimedia materials;
 - enhanced visibility of UNESCO internationally through extended partnerships with governments, the civil society, the private sector and the media;
 - improved recognition and understanding of UNESCO's priority activities and programmes through an enhanced cooperation with external partners;
 - a more coherent strategy for governing UNESCO Prizes;
 - publications programme enhanced and a coherent set of communication materials prepared and distributed;
 - the *UNESCO Courier* published and disseminated;
 - UNESCO branding and merchandizing capacities improved;
 - better evaluation of the impact of UNESCO's name and logo;
 - new web content management platform deployed and the numerous unlinked current systems phased out;
 - increase in the number and global distribution of users of the Internet portal;
 - increase in online links (linkbacks, likes, friends ...) back to UNESCO;
 - increase in the quantity and multilingualism of news, events, and press releases posted;
4. **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.

Participation Programme and Fellowships

10100

Draft resolution 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 \$19,070,000 for direct programme costs;
- (c) to further allocate for this purpose an amount of \$53,100 for operating costs and an amount of \$1,135,900 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. 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;
3. The projects or action plans submitted by the Member States under the Participation Programme must relate to the priorities of the Organization, in particular to the Major Programmes, interdisciplinary projects, and activities to benefit Africa, youth and gender equality, the least developed countries, developing countries, post-conflict and post-disaster countries and countries in transition, 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;
4. 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;
5. 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 approval process;
6. 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;

7. The deadline for submission of requests has been set for 31 January 2012, except for requests for emergency assistance or a regional project, which may be submitted at any time in the biennium;
8. The Secretariat shall advise Member States of the response by the Director-General to the requests within three months of the deadline of 31 January 2012;
9. 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 6 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;
10. Forms of assistance. The applicant chooses the form of assistance, and may request either:
 - (i) a financial contribution; or
 - (ii) implementation by UNESCO at Headquarters or in the field. In both cases, assistance may take the following forms:
 - (a) the services of specialists and consultants, not including staff costs and administrative support;
 - (b) fellowships and study grants;
 - (c) publications, periodicals and documentation;
 - (d) equipment (other than vehicles);
 - (e) 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);
11. 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, \$30,000 for a subregional or interregional project or activity and \$40,000 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 Member States in the letter of approval;

12. 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 Participation Programme Committee chaired by the Assistant Director-General for External relations and public information 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 Africa, least developed countries (LDCs), gender equality and youth as well as developing countries and countries in transition, 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.14(a);
13. 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 US 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

14. 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 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 2014 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

15. Criteria for according emergency assistance by UNESCO:
- (a) only one emergency assistance per Member State 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 platforms for post-conflict and post-disaster (PCPD) countries;
 - (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) no administrative support or personnel costs shall be financed through emergency assistance;
 - (e) the total budget for any emergency assistance project shall not exceed \$40,000; it may be supplemented by extrabudgetary funds identified for this purpose or other sources of funding;
 - (f) emergency assistance shall not be provided if the Member State's request may be met within the ordinary Participation Programme;
 - (g) emergency assistance shall be provided in coordination with other United Nations agencies;
16. 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; a provisional budget as well as pro-forma invoices in case of equipment should be provided;
 - (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 \$40,000;
 - (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 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 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.

Draft resolution 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;
 - (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 \$1,182,000 for activity costs and \$713,000 for staff costs;
2. **Requests** the Director-General to report in the statutory reports on the achievement of the following expected results:
 - 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 post graduate levels;
 - thematic areas aligned to strategic programme objectives and biennial sectoral priorities;
 - fellowships opportunities increased through partnerships with Member States, civil society and non-governmental organizations;
 - fellowships 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.

11000

Draft resolution for human resources management

The General Conference

1. **Authorizes** the Director-General:
 - (a) to implement the corresponding plan of action in order to:
 - (i) pursue the implementation of human resources policies, and revise them as required, to ensure that they effectively enable and support UNESCO's programme operations; paying special attention to the improvement of geographical distribution and gender balance as well as the need for harmonization with the UN Common System;
 - (ii) complete the initial phase of the human resources management strategy for 2011-2016; focusing in particular on the enhancement of recruitment, staffing processes and mechanisms;
 - (iii) update and implement the geographical mobility policy, to address the Organization's programme and staffing needs, and effectively support the Field Network reform;
 - (iv) implement innovative and relevant learning and development programmes with particular emphasis on the enhancement of partnership, managerial and leadership competencies;
 - (v) promote a culture of results-oriented management ensuring engagement and exchange in support of performance management;
 - (vi) support the financial stability of the Medical Benefits Fund by implementing best industry practice mechanisms, as approved by the Governing Boards.
 - (b) to allocate for this purpose an amount of \$17,798,100 for activity costs and \$16,841,900 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:
 - (i) action plan for the human resources management strategy for 2011-2016 developed and implemented;
 - (ii) equitable geographical distribution and gender balance improved, in particular at the senior management levels;
 - (iii) effective and financially sound social security schemes for staff ensured;
 - (iv) learning and development plan elaborated, implemented and monitored;
 - (v) culture of results introduced in performance management;

- (vi) administrative actions relating to recruitment, appointments and benefits/entitlements administration efficiently processed;
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.

Draft resolution for Financial management

The General Conference

1. **Authorizes** the Director-General:
 - (a) to undertake regular budget monitoring, keep proper books of accounts, and conduct treasury and financial control functions effectively and efficiently in compliance with the Financial Regulations and Rules;
 - (b) to manage, administer and monitor the implementation of field offices' operation expenditures, reinforce their administrative capacities, and coordinate their overall staffing;
 - (c) to allocate for this purpose \$2,107,400 for activities and \$12,705,000 for staff costs;
2. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievements of the following expected results:
 - (1) informed decision-making by the Director-General and governing bodies facilitated by timely financial and budgetary monitoring and reporting on regular budget and extrabudgetary resources with particular emphasis on management of risks
 - (2) risk-based budgetary and financial internal control systems strengthened across the Organisation, concerned staff capacities built and programme implementation with key partners facilitated
 - (3) transparent and high quality audited financial statements produced in accordance with IPSAS and presented to the governing bodies with clean audit opinion
 - (4) financial resources of the Organisation managed in an effective and efficient manner and in compliance with the Financial Regulations and Rules
 - (5) operational deliverables and targets met due to consistent and appropriate application of the Financial Regulations, rules, policies and procedures
 - (6) enhanced and integrated financial management and reporting systems put in place and properly used
 - (7) effective operational reporting lines established from Administrative Officers to the CFO, with particular attention to Field Office network
 - (8) operational guidance and overall coordination provided to Field Offices on implementation of measures agreed upon in the context of harmonised business practices in the UN system framework
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.

Draft resolution for Support services management

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) coordination, support, monitoring and evaluation of ADM activities;
 - (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 \$21,502,100 for activity costs and \$58,455,400 for staff costs;
2. **Invites** the Director-General to pursue her efforts aimed at reinforcing security arrangements at Headquarters as set out in 185 EX/Decision 30 and in accordance with the recommendations of the Headquarters Committee;
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) outsourcing modalities for services implemented where relevant
 - (2) "Greening" UNESCO supported and carbon footprint reduced
 - (3) procurement processes simplified and Long Term Agreements (LTAs) in place for most frequent and routine purchases at Headquarters
 - (4) technical skills improved Organization-wide to ensure procurement planning, strict application of governing rules and regulations, as well as to reduce the waivers of competition in decentralized procurement activities
 - (5) property management processes and procedures at Headquarters consistent with International Public Sector Accounting Standards (IPSAS)
 - (6) IT security policy, risk register, business continuity and disaster recovery plan developed for IT systems, services and infrastructure
 - (7) unified communications network with Voice over Internet Protocol (VOIP) technology developed encompassing both HQs and the Field Offices
 - (8) multimedia capabilities integrated into Electronic Records Management system
 - (9) organizational knowledge management supported by electronic records management

- (10) conference, interpretation and translation services as well as document production and distribution services (including e-distribution) provided in a coherent and timely manner
 - (11) service level agreement established with at least three significant translation clients
 - (12) e-distribution developed
 - (13) maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level; risks and negative effects of austerity minimized
 - (14) cost-sharing developed for optimal use of human and financial resources
 - (15) safety and security measures at Headquarters continuously assessed and updated
 - (16) facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations
 - (17) capital master plan in Fontenoy and Miollis/Bonvin sites implemented within the limits of resources available
4. **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.



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Volume 2 – DRAFT PROGRAMME AND BUDGET – 2012-2013

36 C/5



United Nations
Educational, Scientific and
Cultural Organization

36

C/5

2012-2013

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Volume 2



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2012-2013

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Introduction by the Director-General

I have the honour to present hereby to Member States the Draft Programme and Budget for 2012-2013 (36 C/5) with a budget envelope of US \$685.7 million representing a zero real growth (ZRG) over the 35 C/5. This is the first Programme and Budget document which I have prepared as Director-General of UNESCO. It 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. In drawing up the Draft 36 C/5 I have closely followed Executive Board decision 185 EX/Decision 17, which sets out the programming principles and a comprehensive framework for the programme priorities and other components of the Draft 36 C/5.

As an important part of this process, I have striven to provide for the most effective and rational use of financial resources, and to make real savings on administrative costs. Overall, the programme and budget seeks to maximize the impact of the Organization at the global, regional and national levels, concentrating on the most relevant activities.

While building the Draft 36 C/5 on a zero real growth basis, as I had proposed to the Board at its 185th session, I nevertheless applied a diversified and modulated approach. My principal objective has been to propose a strengthening of the activity budget of all Programme Sectors over and above the full recosting, thus reflecting real reinforcement above the zero-real growth approach, while keeping administrative areas well below zero real growth. As a result, you will see real growth in the all-important Major Programmes of the Draft 36 C/5 and improvements in the ratio between programme and support services and, internally, improvements in the ratio between programme and administration. In so doing, I have followed the request of the General Conference to explore possibilities for reallocating resources from other Parts of the Programme and Budget to strengthen Part II.A.

When you discuss the budget ceiling of the 36 C/5, I would appeal to you to take this structural shift into account – as it is a rare occasion, indeed, that the programmatic activities of the Organization receive additional resources, as so often requested by the Executive Board and the General Conference. Without zero real growth this will simply not be possible. Moreover, I was able to keep the administrative parts of the 36 C/5 at a lower level, also as a result of efficiency gains due to restructuring measures and merging of functions. I am determined to pursue continuous efficiency gains in all support functions.

In my view, this Draft 36 C/5 will establish a solid base for the Organization to deliver on its broad range of mandates – and in response to your expectations. It will enable us to vie for, and indeed assume, the lead role in a number of areas where you have mandated that we bring to bear our skills and competencies more assertively and with more concrete results leading to greater impact. The Draft 36 C/5 sets out in clear terms where the new emphasis and direction will be.

UNESCO is increasingly at the forefront of multilateral action. The Draft 36 C/5 is geared to the achievement of the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs), while also preparing the ground for our action beyond 2015, the date for the attainment of those goals. To this end, the document takes into account the Outcome document of

the UN General Assembly's High-Level Meeting on the MDGs (New York, September 2010), as well as its triennial comprehensive policy review of operational activities for development. It also identifies UNESCO's contribution to the 2012 UN Conference on Sustainable Development (Rio+20).

Since last September's High-level Meeting on the MDGs, the Organization's global focus on education has become much stronger and more palpable. The Draft 36 C/5 will identify UNESCO's contribution to the internationally agreed development goals (IADGs), including the MDGs. Education is the area where the greatest progress has been recorded and where the MDGs stand a chance to be attained by 2015. The alliance of the UN agencies engaged in education has become stronger than it ever was – with a top-level commitment among agency heads, under UNESCO's leadership, not seen since 1990. The readiness of sister agencies to make common cause is best exemplified by the rapprochement between UNESCO and WHO in the education field: a push for girls and women's education, especially at the secondary level, will help to reduce drop out rates, maternal mortality and check population growth. These are the new features of the global cooperation for the MDGs, where UNESCO is not only involved but increasingly plays a central and significant role. Our global priorities, Africa and gender equality, are at the apex of the education agenda – through the regular programme and further enhanced through extrabudgetary resources from new partners.

Looking ahead towards the 2015 EFA goals, UNESCO will continue strengthening coordination and partnerships for EFA, at global, regional and national levels, to mobilize political and financial commitment and to support Member States in improving the quality of education as a sine qua non for achieving all the six EFA goals.

The global commitment in favour of the education agenda can be expected to be further reinforced by the July 2011 Annual Ministerial Meeting of ECOSOC, which for the first time ever will be devoted to education in a holistic manner. It will be prepared and preceded by a series of regional meetings, led by UNESCO, so as to capture the different needs and expectations of Member States. Likewise, education will be specifically addressed by the CEB in April 2011, engaging the UN Secretary-General and our UN partner organizations. The crucial role of education and more particularly that of technical and vocational education and training (TVET) in fostering the employability of young people, will also be emphasized at the fourth UN Conference on Least Developed Countries (LDCs), scheduled to be held in May 2011 in Istanbul, Turkey, which will adopt an action plan for future efforts supporting LDCs. Moreover, systematic engagement with the host country of the G-8 and G-20 summits promises to see essential central themes of our agenda integrated into the deliberations at the highest international levels. All these efforts will set the stage for UNESCO's education action and initiatives in 2012-2013.

Beyond education, the Draft 36 C/5 will place emphasis on the critical role of science, technology and innovation for developing countries and in particular Africa; the potential for protecting biodiversity through the newly created Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES); the growing role of culture in the development process; a determined outreach and support effort to engage youth and better respond to their aspirations; the abiding focus on freedom of the media and the press, especially in times of conflict and crisis; the exploration of the potential of the internet delivered via broadband for all our domains; – and last but not least: our Organization's constitutional commitment to building peace, promoted through dialogue, rapprochement of cultures, reconciliation and measures to impart tolerance and mutual understanding. The second meeting of the High Panel on Peace and Dialogue among Cultures, held on 11 March 2011 at UN Headquarters in New York, was devoted specifically to the issue of reconciliation as a peace-building measure, bolstered by action in education, the sciences, culture and communication and information. It will impact, in important ways, on the work to be undertaken by the intersectoral and interdisciplinary programme for a culture of peace and non-violence.

The above enumeration provides a sketch of the range of strategic activities and initiatives, which the Organization has undertaken, and is currently engaged in – at Headquarters and across the world in all regions. 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, giving the highest priority to Africa and to promote gender equality. Together, and with the help of our many partners, we must pursue these noble goals and continue to ensure that UNESCO makes a difference at the global, regional and country levels. The time has come for UNESCO to move decisively from efficiency to effectiveness, from an input-related approach to an impact-focused programme.

UNESCO has always had a profoundly humanist agenda. It has taken “development” to mean the holistic development of the intellectual, social and cultural fabric of societies, in addition to material well-being. Today, with the financial and economic crises, with global challenges such as climate change, it has become more evident that only this holistic approach can bring truly sustainable development – and hence my call for a “new humanism”, a genuinely people-centered development paradigm.

As a special feature, I have highlighted in this Draft Programme and Budget for each Programme Sector – in a box right at the beginning of each Major Programme – an overview of activities intended to reinforce the impact of UNESCO’s action during 2012-2013.

The Draft 36 C/5 is guided by programmatic continuity and builds on the 34 C/4, including its global priorities (Africa and Gender Equality), its overarching and strategic programme priorities and its intersectoral orientation. The two global priorities – Africa and Gender Equality – have been translated into clear action under each Major Programme:

- Each Major Programme provides an overview of the programme elements for UNESCO’s engagement with Africa, taking into account the need to meet the national development priorities of African Member States, the major goals set by the African Union and the New Partnership for Africa’s Development (or NEPAD), and the Outcome document adopted at the above-mentioned UN General Assembly’s High-Level Meeting on the MDGs.
- As regards Gender Equality, 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 (BSPs) and reflected, as appropriate, in the results chain for the various Main Lines of Action (MLAs), reflecting the objectives and expected results for each Major Programme in the Gender Equality Action Plan, 2008-2013.

Indications of resources earmarked for interventions in favour of both global priorities, including for coordination purposes, will be provided in a separate information document.

UNESCO’s mandate, founded on a set of values-based responses, can make a decisive contribution to international efforts for peace and sustainable development. But it is not enough to assert over and over again the relevance of UNESCO’s message. We obviously have to deliver on it. Only then will we fulfill the potential that lies at the heart of this Organization’s mandate. Only then will we be able convince other development partners to fully adopt our message and make it their own.

UNESCO’s ability to combine the contributions of different sectors and disciplines in a strategic manner will increase the relevance, sustainability and impact of the Organization’s action. Thus, the

document highlights linkages of the various components of the global agenda with UNESCO's core competences. 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.

Most prominently, the Draft 36 C/5 seeks to demonstrate UNESCO's leadership in building a culture of peace and non-violence. Each Major Programme has clearly identified its contribution to this area, based on the framework referred to in the Executive Board decision, listing major activities and initiatives that will be part of the interdisciplinary and intersectoral programme, as requested by the General Conference at its 35th session. One of UNESCO's most precious assets in this regard 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 understanding and commitments between peoples and nations and to strengthen cultural diversity. The experience gained with our lead role and our programmatic efforts during the observance of the International Year of Rapprochement among Cultures 2010, and the International Decade for a Culture of Peace and Non-Violence, 2001-2010, will further enhance our international profile and reinforce our ability to promote a genuine culture of peace and non-violence. I am firmly committed to taking new paths towards peace and reconciliation in the 21st century.

As defined in the Executive Board decision, six intersectoral platforms will pursue programme delivery in a concerted, inter- and multi-sectoral manner, highlighting one of UNESCO's principal comparative advantages. UNESCO's field units and category 1 institutes and centres will be fully involved in the work of these platforms. I have set aside 10% of the programme resources of all Major Programmes to fund the activities of the various platforms. The platforms will be the following:

- Promotion of a culture of peace and non-violence;
- UNESCO's contribution to climate change mitigation and adaptation;
- UNESCO's contribution to the fight against HIV/AIDS;
- UNESCO's support to countries in post-conflict and post-disaster situations;
- UNESCO's contribution to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS);
- Priority Africa and its implementation by UNESCO.

The strategies and expected results for these platforms are articulated in the present document. To qualify for funding of activities from the earmarked amount, platforms must ensure that high level objectives are articulated for the biennial period, the Programme Management Committee (PMC) of the Secretariat will decide on the release of the funds that have been earmarked for implementation, so as to ensure quality control and policy relevance. Funds that are not approved for use by a particular platform may be reallocated to other platforms upon the recommendation of the PMC.

Let me emphasize, however, that beyond the intersectoral platforms, the implementation of the Organization's overall programme in an intersectoral and interdisciplinary manner will also proceed through other approaches and modalities. I am committed to fostering a culture-of-thought leadership, systemic and innovative approaches within the Organization in dealing with the multifaceted challenges we face and in coming up with policy options and solutions.

Furthermore, in preparing the Draft 36 C/5, certain thematic areas highlighted by the Executive Board, have been explicitly reflected, in particular:

- (a) Action in favour of least developed countries (LDCs) and of the poorest segments of society, including indigenous peoples and countries in post-conflict and post-disaster situations. For each Major Programme efforts have been made to reflect the priority needs of least developed countries (LDCs) across all main lines of action (MLAs), as well as the needs of Small Island Developing States (SIDS). Specific contributions to address the needs of middle-income countries (MICs) have also been identified;
- (b) South-South and North-South-South cooperation serve as a particular delivery modality for all UNESCO's programmes and will, later on in the programming process, be specifically reflected in the work plans;
- (c) Youth is given a clear priority and will benefit from UNESCO's programmes, as appropriate, to facilitate their empowerment, inclusion and contribution, especially to a culture of peace and non-violence;
- (d) Across UNESCO's programmes, an effort has been made to reinforce activities related to the promotion of human rights in UNESCO's fields of competence and to the application of a human rights-based approach to programming;
- (e) Equally throughout the Programme, intersectorality and interdisciplinarity is being promoted, to ensure the Organization's ability to provide flexible and consistent responses to complex contemporary challenges, especially at the country level;
- (f) A strong emphasis of knowledge management as a basis for programme development and planning;
- (g) As a novelty, each Major Programme reflects an explicit commitment to undertake prospective studies and exercise foresight, reinforcing the Sectors' capacity to provide timely and relevant policy advice, and also reinforcing internal knowledge management capacities;
- (h) UNESCO will further pursue partnerships with private sector and civil society actors, in order to reinforce the Organization's impact while respecting the values of the Organization.

UNESCO continues its strategic involvement in pertinent UN reform issues. I am fully committed to UNESCO's full cooperation with the United Nations system, both globally and at the country level, especially through common country approaches, including the "Delivering as One" approach, responding to national development priorities and capitalizing on the gains made in our areas of competence at the September 2010 High-level Meeting of the United Nations General Assembly on the Millennium Development Goals (MDGs), especially in the areas of education and culture and development. The present document integrates UNESCO's response and contribution to the United Nations reform process that places emphasis on enhancing coherence and "Delivering as One". At the global policy level, I will continue to deploy special efforts to get science, technology and communication more explicitly recognized as critical parameters of sustainable development, respectful of the environment and capitalizing on human skills and creativity.

At the country level, UNESCO will accordingly advocate for an inclusion of hitherto neglected science and communications 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.

Given the importance of UN reform for enhancing effectiveness at the country level, as well as the need for UNESCO to strengthen its contribution to UN country team operations, specific provisions have been made for the participation of UNESCO in the common country programming exercises of the UN Country Teams (UNCTs) during the 2012-2013 biennium, and for contributing to harmonized and coherent action with other United Nations agencies at the country level. Particular attention is paid to opportunities for UNESCO to take a lead in common UN system programming exercises, including CCA/UNDAF preparations, Sector-Wide Approaches (SWAps) in UNESCO's fields of competence, poverty reduction strategies (PRSs) and joint assistance strategies (JAS). As in previous biennia, 2% of the programme resources of Major Programmes will be set aside in the work plans to support the contribution of UNESCO and its staff to the preparation of UNDAFs and other country documents. This modality has served us well in the past and deserves to be continued.

It should also be mentioned that, globally, I am part of a small group of Executive Heads to guide the review of the Management and Accountability Framework of the activities of the UN Development Group. UNESCO also chairs the Advisory Group of UNDG at the ADG level and co-chairs the UNDG networks on harmonization of business practices and on human resources. In many countries, UNESCO representatives are leading thematic groups on education and on gender equality, underlining our full engagement in operational activities.

The Draft 36 C/5 is also reflecting the unique role of National Commissions as constituent elements of UNESCO and as contributors to programme implementation. This will require effective engagement with them, with a view to building capacities for the implementation of national policies in UNESCO domains, engaging in advocacy and public information activities, forming partnerships and mobilizing resources, as well as contributing to UN country team activities. To this end, special attention will be given during the work plan stage to the role of National Commissions in the conceptualization, implementation and delivery of programmes at the regional, subregional and country levels. It should also be recalled that in the Memorandum of Understanding concluded by UNESCO with UNDP a few years ago, provisions were made for representatives of National Commissions to be invited to participate in the work of UN country teams, especially in countries where UNESCO is a non-resident organization.

One of my most important responsibilities is to render UNESCO more visible on the international stage as an effective, respected Organization with a forceful voice. I have reviewed the Organization's positioning in view of its strategic orientation, and I have analysed different ways to make its structures more responsive and streamlined, less costly and bureaucratic, with the focus on high-quality programme delivery and results. We will promote the visibility of UNESCO at the global, regional and national levels, and the Draft 36 C/5 provides that programme activities contain a provision for public information and communication activities, to be consolidated in a coherent communication plan concentrating on the Organization's priorities.

Let me add a few words on the structure of the document. The Draft 36 C/5 will again be presented in three parts, as was done for the Draft 35 C/5. This means it will be made up of a Volume I and a Volume II (with the draft resolutions (DRs) contained in one of these volumes), as well as a "Technical Annex" containing the relevant budgetary details.

Each Major Programme is built around Biennial Sectoral Priorities (BSPs) – linking the 36 C/5 to the 34 C/4 strategic programme objectives in a seamless manner – and main lines of action (MLAs), as

listed in document 185 EX/Decision 17 (Annex II). Overall, efforts have been made to present the document in a concise, readable and user-friendly format.

The Draft 36 C/5 draws explicitly on UNESCO's five established functions, as set out in document 34 C/4 (laboratory of ideas, standard-setter, clearing house, capacity-builder in Member States in UNESCO's fields of competence, and catalyst for international cooperation). These core functions, and the ways in which they are pursued, can and will evolve in response to changing circumstances and developments. 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.

In technical and methodological terms, the Draft 36 C/5 is fully applying the principles of results-based programming, management, monitoring, reporting and evaluation (RBM) for all Programme and Support Sectors as well as the corporate services. This includes a limited set of specific, measurable (to the extent possible), achievable (in a two-year span), relevant and time-bound expected results, complemented by performance indicators and benchmarks/targets at the MLA level, in line with UNESCO's "RBM Guiding Principles". The expected results given for the various MLAs reflect the aggregate impact of regular and extrabudgetary programme resources.

It should also be borne in mind that, as was the case with the 35 C/5, the appropriation of resources is again proposed to be made at the Major Programme level, thereby allowing shifts of programme resources within a Major Programme, in accordance with the provisions of the Appropriation Resolution that will be submitted to the General Conference for its consideration at its 36th session.

As in the past, the Draft 36 C/5 will link the regular programme closely with extrabudgetary resources, which must be fully aligned and in coherence with the overall programme priorities. The document is only reflecting the amount of extrabudgetary resources that have already been received by the Organization or that are firmly committed in signed donor documents. Programme and thematic outlines for extrabudgetary resources developed under the 35 C/5, and which remain relevant to the 36 C/5, may be brought forward.

As the Complementary Additional Programme (CAP) is UNESCO's main vehicle for the programming of extrabudgetary projects and the mobilization of financial and in-kind resources, both of which are critical for the reinforcement of the priorities of the regular programme and its outreach, the CAP is being prepared and synchronized with the elaboration of the 36 C/5 itself. The CAP is designed to strengthen the alignment between extrabudgetary and regular programme resources.

Equally important and significant for our future will be the reform of the Organization. When I assumed leadership of UNESCO, I was clear on my intention to reform the Organization in order to make it more relevant and to enhance impact. Important structural changes have been implemented and are now operational:

- A part of the Bureau of the Budget has been merged with the Bureau of the Comptroller, now the Bureau of Financial Management, in order to streamline operations, strengthen control and better support field operations;
- The Bureau of Strategic Planning has been reinforced, by placing extra budgetary resource mobilization and budget planning under its authority;

- In order to reinforce our relationships with our key partners, I have established two new liaison offices in Addis Ababa and Brussels to reinforce cooperation with the African Union and the European Union respectively;
- The Education Sector has been restructured, for a better focus and improved programme delivery; the restructuring of the other programme Sectors is at an advanced stage and will be announced following consultations with the Executive Board;
- To enhance our visibility, I have decided to merge the Bureau of Public Information with External Relations and Cooperation, in order to form a new External Relations and Public Information Sector. That way we will improve our visibility, our cooperation with National Commissions and civil society and be more effective and efficient with our publications;
- The Division for Gender Equality now reports directly to the Office of the Director-General in order to reinforce Gender Equality as a global priority;
- The Forum of Administrative Officers has been reactivated to encourage a regular dialogue between all members of staff and an optimal sharing of information;
- Finally, we are consolidating all IT strategy decisions under a new function of Chief Information Officer responsible for knowledge and information management and ICT systems. This will allow UNESCO to increase operational impact and optimize investment in information and communication technology platforms.

The Human Resource Management (HRM) Strategy for 2011-2016 was developed in consultation with the senior management, representatives of Member States and Staff Associations. Staff members were consulted through a Global Staff Survey conducted in December 2010, in which 1,200 staff participated. The strategy focuses on three priorities: talent management, staff capacity and an enabling environment. The harmonization of human resources management practices among UN agencies, in order to support and enable the new field structure and “Delivering as One” is a key aspect of UNESCO’s HRM strategy.

In the field of ethics, we have now a “whistle blower” protection system and a mechanism of anti-retaliation measures, to protect our staff members who decide to raise unethical behaviours to the attention of management. Training courses for all UNESCO employees, regardless of the type of their contract, are being conducted to inform them about the new policy. The Ethics Office is currently finalizing a proposal for a financial disclosure programme to be fully implemented by the end of 2011.

This Draft 36 C/5 responds to many of the recommendations of the Independent External Evaluation (IEE), which has put forward a number of valuable recommendations, structured around five strategic directions. The Secretariat has already collaborated closely with the Ad Hoc Group of the Executive Board on the IEE – and we have provided constructive input to its deliberations. Many issues of organizational reform pertain to aspects of change management geared to make UNESCO more nimble and better positioned. I have also called on a small group of highly regarded experts to become part of a Senior Expert Group on Reform to advise me on change management and related issues. My management team and I are fully prepared to take up the challenges inherent in and flowing from the External Evaluation and to the extent possible these efforts are already reflected in the preparation of the present document. I consider it as one of my central tasks to lead the effort to renew and revitalize UNESCO – and to deliver more effectively on our core messages.

While the net effect of all these actions remains to be seen, I firmly believe they will lead us in the right direction, and most of all: they are sending a clear message of renewal and change both within the Organization and among our partners.

UNESCO is changing. UNESCO has already made important efforts, especially to reduce administrative costs and I do not believe we can go any further. While I will continue to seek for continuous efficiency gains in support services, I don't believe efficiency at the expense of effectiveness should be the major driver for change. We need to shift gear from efficiency to effectiveness, from doing things right (input orientation) to doing the right things (outcome / results oriented).

I must emphasize the huge financial efforts made to date including:

- Funding of the renovation loan repayment (€13.8 million for the current biennium);
- Decision to absorb the cost of field office reform, approximately \$20 million over 4 years, provided we get a Zero Real Growth budget;
- Investing some \$20 million over the years for FABS/SISTER/STEPS from within the administration budget;
- Paying for retiree contribution of MBF out of current budget (approximately US \$7.8 million);
- Funding ever increasing security costs, a cost that has increased more than 8 times between 2002 and 2009. Security cost for the field was \$1 million in the 2002-2003 budget and went up to \$8.3 million in 2008-2009 and to \$8.9 million in the current biennium. It is important to keep in mind that these security costs for the field as well as those for Headquarters, are financed from the regular budget and not from additional credits, as is the case elsewhere in the United Nations system. All those expenses are cutting into our programme, and that situation cannot continue.

Furthermore, we have been among the first agencies in the entire United Nations system to implement International Public Sector Accounting Standards (IPSAS), when most of the others are hoping to do so between 2011 and 2013, and the UN in 2014, with additional funding from Member States. The adoption of IPSAS has brought UNESCO into the 21st century in financial reporting.

Reform should be about more than cost reduction. The focus of the reform needs to shift to increasing our effectiveness, and this is where there is still much to be done on the ground, together with our Chairs and other civil society and private-sector partners. It is at that level of intervention that a real scope for progress lies, and it is here we must focus and act.

I am proud to announce that UNESCO will soon be implementing a new field network structure. This is one of the most important reforms at UNESCO, for which the principles have been agreed upon by the Executive Board. The result will be an Organization that is more responsive, more closely attuned to the needs of Member States, and which supports UN reform. We are now engaged in consultations with all the regional groups to look together at ways of applying these common principles to each situation. The main purpose of the reform is to improve the quality, effectiveness, efficiency, accountability and relevance of our field network; this is also why the process implies strengthening of the support functions at HQ. The field network reform is predicated on the basis of ZRG budget being approved. Should this not be the case, this major reform will be difficult, if not impossible, to implement.

The 36 C/5 will need to be adopted to the new field structure, as it emerges. The regional network must be streamlined to align it with the regional UN systems and other regional entities (development banks, larger political organisations/groupings) and more actively participate in the regional UN activities; as well as to reinforce regional normative work. The reform and reinforcement of the Field Office network will be accomplished over the next two biennia and within the overall budget envelope provided by Member States. Specific measures to begin this implementation are under preparation. Thus, for the time being, the existing field structure has informed the preparation of the sectoral staffing submissions.

I wish to assure Member States that throughout the biennium I will pay maximum attention to improve the quality of programme delivery, at the global, regional, and country level and to apply optimal results-based management. I will also ensure that the Organization continues to pursue high quality evaluations that support programme management decisions, with adequate accountability mechanisms. I am committed to working closely with the external auditor who has rendered so many good services to the Organization in all transparency. This will lay the foundation for accountability for results, as well as financial and administrative transparency and efficiency, all of which are critical for the sound functioning of the Organization.

For a number of biennia in the past, Member States had pursued a Zero Nominal Growth (ZNG) policy in setting budgets. This was used as an instrument to bring about efficiencies. This policy has to a large extent achieved its objectives, at times going beyond removing excess and cutting into the bones of institutional infrastructure. It has succeeded in reducing staff and operating costs in support areas significantly, at times at the expense of critical functions. Further pursuing such a policy will seriously undermine our capacity to deliver and will have to be accompanied by major reductions in programmes, which, I trust, Member States, would not want to do. At this stage of the Organization's life, our focus must and should be more on the pursuit of programme effectiveness, relevance and visibility and less on input efficiency. I would like to underline the fact that if Member States were to consider that zero real growth could not be endorsed, a zero nominal growth budget for the 36 C/5 (i.e., an unchanged budget level of \$653 million) would also necessitate the abolition of a number of posts and thus have a negative impact on several programmes detrimental to our leadership quests and on programme delivery in general. This does not mean that I desire to continue business as usual – quite to the contrary. Concentration, results-orientation, efficiency and transparency together with a higher visibility and higher impact will be the hallmark of Programme implementation under my direction.

We have made a new start. We are living through times of change – both inside our Organization and in the world at large. I am deeply sensitive to the difficult situation in which many countries find themselves. Change leaves us with little choice but to adapt and to innovate. This will be the last C/5 document of the current Medium-Term Strategy (34 C/4). As such, the 36 C/5 has to achieve all medium-term goals and show strong signs of change for the next Mid-Term Strategy. I, for one, pledge to you to do my utmost to steer the Organization towards the fulfilment of our ambitious objectives, to do so with excellence, dedication and high quality of delivery, all while making the Organization more relevant on the international scene. I count on the support of Member States in charting the right combination of strategic directions, creating the enabling environment for the Secretariat to perform, and providing the adequate level of resources for realizing our common objectives.

Draft Programme and Budget

Summary by Sector/Unit of regular programme and extrabudgetary resources

	Regular Budget		Total 36 C/5 Proposed	Extrabudgetary resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies	11 198 600	2 542 400	13 741 000	–
B. Direction	2 305 400	19 535 400	21 840 800	2 471 800
C. Participation in the Joint Machinery of the United Nations System	13 332 400	–	13 332 400	–
TOTAL, PART I	26 836 400	22 077 800	48 914 200	2 471 800
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
Education Sector (ED)	54 934 800	65 400 900	120 335 700	117 548 500
Natural Sciences Sector (SC)	20 094 900	41 219 300	61 314 200	204 154 900
<i>(of which IOC)</i>	<i>3 654 500</i>	<i>7 112 600</i>	<i>10 767 100</i>	<i>13 985 700</i>
Social and Human Sciences Sector (SHS)	9 578 800	20 988 800	30 567 600	71 906 900
Culture Sector (CLT)	16 868 600	38 130 700	54 999 300	42 581 000
<i>(of which WHC)</i>	<i>4 418 500</i>	<i>8 672 800</i>	<i>13 091 300</i>	<i>14 230 100</i>
Communication and Information Sector (CI)	12 516 300	21 243 000	33 759 300	74 988 200
UNESCO Institute for Statistics (UIS)	9 369 200	–	9 369 200	–
Intersectoral platforms	10 047 100	–	10 047 100	–
Field office implementation of decentralized programmes (BFC)	21 034 700	61 638 600	82 673 300	1 776 200
Total, II.A	154 444 400	248 621 300	403 065 700	512 955 700
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa (AFR)	1 437 100	3 835 400	5 272 500	–
2. Coordination and monitoring of action to benefit Gender Equality (GE)	664 000	1 734 400	2 398 400	–
3. Strategic planning, programme monitoring and budget preparation (BSP)	1 726 600	7 713 500	9 440 100	6 235 700
4. Organization-wide knowledge management	1 752 300	3 345 600	5 097 900	2 040 800
5. External relations and public information (ERI)	4 493 300	25 977 600	30 470 900	1 483 900
Total, II.B	10 073 300	42 606 500	52 679 800	9 760 400
C. Participation Programme and Fellowships				
1. Participation Programme (PP)	19 123 100	1 135 900	20 259 000	–
2. Fellowships Programme (FEL)	1 182 000	713 000	1 895 000	1 566 500
Total, II.C	20 305 100	1 848 900	22 154 000	1 566 500
TOTAL, PART II	184 822 800	293 076 700	477 899 500	524 282 600
PART III – CORPORATE SERVICES				
A. Human resources management (HRM)	17 798 100	16 841 900	34 640 000	443 000
B. Financial management (BFM)	2 107 400	12 705 000	14 812 400	2 923 400
C. Support services management	21 502 100	58 455 400	79 957 500	9 386 300
TOTAL, PART III	41 407 600	88 002 300	129 409 900	12 752 700
TOTAL, PARTS I-III	253 066 800	403 156 800	656 223 600	539 507 100
Reserve for reclassifications / merit-based promotions	–	2 000 000	2 000 000	–
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 014 000	–	14 014 000	–
PART V – ANTICIPATED COST INCREASES	3 350 600	10 111 800	13 462 400	–
TOTAL, PARTS I-V	270 431 400	415 268 600	685 700 000	539 507 100

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds. For details of the structural changes made to the budget presentation and the comparative transfers effected in the 36 C/5, please refer to the «Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)» under Technical Note and Annexes.

Part I – General Policy and Direction

Part I – 1

	Regular Budget						Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Technical Adjustments	36 C/5 Increase/ (Decrease) in real terms	Total 36 C/5 Proposed	
	\$	\$	\$	\$	\$	\$	\$
A. Governing Bodies							
Activities	10 570 800	–	10 570 800	329 500	298 300	11 198 600	–
Staff	2 734 600	–	2 734 600	105 600	(297 800)	2 542 400	–
Total, Part.IA	13 305 400	–	13 305 400	435 100	500	13 741 000	
B. Direction							
Chapter 1 Directorate							
Activities	444 600	–	444 600	13 900	147 400	605 900	–
Staff	2 853 800	(293 000)	2 560 800	149 400	239 500	2 949 700	700 000
Chapter 2 Office of the Director-General							
Activities	414 600	–	414 600	12 900	128 200	555 700	–
Staff	5 995 900	970 200	6 966 100	310 800	(628 500)	6 648 400	1 035 800
Chapter 3 Internal Oversight							
Activities	1 033 800	–	1 033 800	32 200	(153 300)	912 700	7 400
Staff	5 039 300	–	5 039 300	255 000	–	5 294 300	728 600
Chapter 4 International Standard and Legal Affairs							
Activities	135 700	–	135 700	4 200	(37 000)	102 900	–
Staff	3 719 100	–	3 719 100	197 300	(22 300)	3 894 100	–
Chapter 5 Ethics Office							
Activities	147 000	–	147 000	4 600	(23 400)	128 200	–
Staff	572 300	135 800	708 100	40 800	–	748 900	–
Total, Part I.B	20 356 100	813 000	21 169 100	1 021 100	(349 400)	21 840 800	2 471 800
C. Participation in the Joint Machinery of the United Nations system (Activities)	10 965 200	–	10 965 200	2 392 100	(24 900)	13 332 400	–
Total, Activities	23 711 700	–	23 711 700	2 789 400	335 300	26 836 400	7 400
Total, Staff	20 915 000	813 000	21 728 000	1 058 900	(709 100)	22 077 800	2 464 400
Total, Part I	44 626 700	813 000	45 439 700	3 848 300	(373 800)	48 914 200	2 471 800

For detailed explanations on the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

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

Part 1 – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE										
General policy and Direction	35 C/5 Approved as adjusted					36 C/5 Proposed				
	DG	DDG	ADG/D/P/NPO	GS/L	Total	DG	DDG	ADG/D/P/NPO	GS/L	Total
Governing bodies										
Regular Budget Headquarters	-	-	7	5	12	-	-	4	7	11
Direction										
Regular Budget Headquarters	1	1	52	26	80	1	1	51	25	78
Other funding sources	-	-	5	-	5	-	-	7	-	7
TOTAL, Part I										
Total, Regular Budget Headquarters	1	1	59	31	92	1	1	55	32	89
Total, Other funding sources	-	-	5	-	5	-	-	7	-	7
GRAND TOTAL	1	1	64	31	97	1	1	62	32	96

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 36 C/5 Proposed	
	\$	\$	\$	\$
A. Governing bodies				
I. Staff (established posts)		2 542 400	2 542 400	-
II. Other costs:				-
General Conference				
External Audit Fees	434 000		434 000	
Participants (delegates) travel	80 000		80 000	
Interpretation, translation and documentation services	3 915 000		3 915 000	
Other costs relating to the functioning of the Conference	209 000		209 000	
Activity subtotal, General Conference	4 638 000		4 638 000	
Executive Board				
Travel and subsistence allowance for Members of the Board	1 839 000		1 839 000	
Interpretation, translation and documentation services	4 028 400		4 028 400	
Other costs relating to the functioning of the Board	693 200		693 200	
Activity subtotal, Executive Board	6 560 600		6 560 600	
Total, Part I.A	11 198 600	2 542 400	13 741 000	-
B. Direction				
Chapter 1 Directorate				
I. Staff (established posts)		2 949 700	2 949 700	700 000
II. Other costs:				-
Temporary assistance	30 000		30 000	
Overtime	25 000		25 000	
Staff travel on official business	158 400		158 400	
Contractual services	55 000		55 000	
General operating expenses	185 500		185 500	
Supplies and material	50 000		50 000	
Furniture and Equipment	102 000		102 000	
Total, Chapter 1	605 900	2 949 700	3 555 600	700 000
Chapter 2 Office of the Director-General				
I. Staff (established posts)		6 648 400	6 648 400	1 035 800
II. Other costs:				-
Temporary assistance	55 000		55 000	
Overtime	10 000		10 000	
Participants (delegates) travel	7 000		7 000	
Staff travel on official business	151 200		151 200	
Contractual services	66 500		66 500	
General operating expenses	166 800		166 800	
Supplies and material	44 000		44 000	
Furniture and Equipment	55 200		55 200	
Total, Chapter 2	555 700	6 648 400	7 204 100	1 035 800

⁽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		Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
Chapter 3 Internal Oversight				
I. Staff (established posts)		5 294 300	5 294 300	728 600
II. Other costs:				7 400
Temporary assistance	60 900		60 900	
Participants (delegates) travel	60 000		60 000	
Staff travel on official business	346 000		346 000	
Contractual services	376 500		376 500	
General operating expenses	39 600		39 600	
Supplies and material ²	16 700		16 700	
Furniture and Equipment	13 000		13 000	
Total, Chapter 3	912 700	5 294 300	6 207 000	736 000
Chapter 4 International Standard and Legal Affairs				
I. Staff (established posts)		3 894 100	3 894 100	–
II. Other costs:				–
Temporary assistance	25 000		25 000	
Staff travel on official business	24 000		24 000	
Contractual services	4 900		4 900	
General operating expenses	30 000		30 000	
Supplies and material	14 000		14 000	
Furniture and Equipment	5 000		5 000	
Total, Chapter 4	102 900	3 894 100	3 997 000	–
Chapter 5 Ethics Office				
I. Staff (established posts)		748 900	748 900	–
II. Other costs:				
Temporary assistance	42 600		42 600	
Overtime	1 000		1 000	
Staff travel on official business	20 000		20 000	
Contractual services	45 500		45 500	
General operating expenses	10 700		10 700	
Supplies and material	3 000		3 000	
Furniture and Equipment	5 400		5 400	
Total, Chapter 5	128 200	748 900	877 100	–
Total, Part I.B	2 305 400	19 535 400	21 840 800	2 471 800
C. Participation in the Joint Machinery of the United Nations System				
1. International Civil Service Commission	689 200		689 200	
2. UN CARES and UN Dual Career and Staff Mobility Programme				
– UN CARES	102 300		102 300	
– UN Dual Career and Staff Mobility Programme	20 300		20 300	
3. United Nations System High-Level Committee on Management:				
– Human Resources Management Network	162 200		162 200	
– Finance and Budget Network	76 000		76 000	
– ICT Coordination activities	71 000		71 000	
4. United Nations System High-Level Committee on Programmes	44 600		44 600	
5. United Nations Joint Inspection Unit	456 100		456 100	
6. Statutory contribution of the United Nations Department of Safety and Security	2 427 600		2 427 600	
7. Security requirements of staff members in the field	8 770 000		8 770 000	
8. Administrative Tribunal of the International Labour Organization	233 100		233 100	
9. Malicious Acts Insurance Policy	280 000		280 000	
Total, Part I.C	13 332 400		13 332 400	–
Total, Part I	26 836 400	22 077 800	48 914 200	2 471 800

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

I.A – Governing bodies

The presentation of the Governing bodies hitherto under two separate chapter headings has been merged into one to reflect the creation of the single Governing Bodies Secretariat. Staff costs have now been grouped together, while the operating budgets of the two Governing Bodies have been kept separate.

The Governing Bodies also receive direct support amounting to \$9 million from the Administration sector staff resources for the provision of conference services, interpreting services, translation services, and document production and distribution.

00101 **General Conference:** 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 37th session will be held in October-November 2013 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.

00103 While the bulk of the budget goes to the organizational costs of the General Conference, these provisions also include (i) the payment of the fees due to 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, and (ii) 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 therein.

00104 **Executive Board:** 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.

00105 During the 2012-2013 biennium, the 58 Members of the Executive Board will meet twice in 2012 and three times in 2013, including a 1 day session after the 37th session of the General Conference. The meetings of the Executive Board (Bureau, plenaries, commissions and committees) are planned to last 65 days (a reduction of 5 days in all over the aggregate length in the previous biennium). The information meetings between representatives of the States Members of the Board (or their alternates) resident in Paris and the Director-General will be maintained. There will be one thematic debate in the biennium.

Expected results at the end of the biennium:

Cost effectiveness of the Governing Bodies improved

Performance indicators

- Budget expenditures contained and outstanding running deficit absorbed
- Costs previously under Part III (ADM/CLD) amounting to some \$200,000, for temporary assistance relating to translation, absorbed (for the EXB).
- New more cost-efficient methodologies for record-keeping explored
- Further progress achieved toward reducing paper consumption in Governing Body meetings

Services to Members States optimized

Performance indicators

- Documentation quality maintained while volume reduced by 5% (for the GC) and 10% (for the EXB)
- Further progress achieved in organizational efficiencies through tight agenda-building and time planning

I.B – Direction

Chapter 1 – Directorate

00201 This chapter comprises primarily the posts and the functional costs of the Director-General and the Deputy Director-General.

Chapter 2 – Executive Office of the Director-General

00301 The Executive Office of the Director-General provides comprehensive support to the Director-General and the Deputy Director-General in the execution of their duties. It closely interfaces with Sectors, Corporate Services, UNESCO Institutes and Liaison Offices, as well as external entities to ensure a smooth flow of information, effective two-way communication, decision-making and follow-up.

Chapter 3 – Internal Oversight

00401 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.

00402

IOS’s strategic approach and work programme for audit flows from the application of a risk-based priority-setting model. The work programme for evaluation flows from the Executive Board approved evaluation strategy and the Independent External Evaluation of UNESCO follow up.

00403

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

- Internal audit provides assurance and enhances risk management, control, economy and accountability in achievement of UNESCO’s objectives. Audits assess selected operations of Headquarters, field offices and information technology systems and make recommendations to improve the Organization’s administration, management control and programme delivery.
- Evaluation aims at enhancement of policy development, improves programme efficiency and effectiveness, promotes organizational learning, and strengthens accountability for results. Evaluations assess the relevance, efficiency, effectiveness, impact and sustainability of programmes, projects and operations.
- Investigation promotes accountability across UNESCO by assessing allegations of misconduct and irregularities (e.g. fraud, waste, malfeasance and abuse of authority).

00404

In addition, IOS provides advisory services to senior management upon request ranging from organizational advice to operational guidance. 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. IOS’s operations are subject to review by the Oversight Advisory Committee who advises the Director-General in fulfilling her oversight responsibility and reports to the Executive Board once a year.

00405

Expected results at the end of the biennium:

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of significant instances resulting from IOS products and services and development of learning and accountability (e.g., recommendations, technical assistance, tools and guidelines) at Headquarters and field offices 	<ul style="list-style-type: none"> – at least 6 significant instances involving Headquarters and field offices

Strategic management of the Organization, policy & programme development, and programme delivery informed by evaluations and audits

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Percentage of recommendations that have been accepted and fully implemented 	<ul style="list-style-type: none"> – at least 75% implementation rate within 18 months of the finalisation of the respective reports
<ul style="list-style-type: none"> ■ Number of significant instances of IOS products and services resulting in the reorientation of programmes identified as ineffective 	<ul style="list-style-type: none"> – at least 6 significant instances of programmes being reoriented

Accountability and adherence to rules and regulations in UNESCO strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Percentage of complaints received which are acknowledged and cases opened within 10 working days	– 100% of complaints received are acknowledged within 10 working days
■ Percentage of investigations completed within an effective timeframe	– at least 90% completed less than 6 months after receipt of allegation.

Chapter 4 – International Standards and Legal Affairs

00501 The Office of International Standards and Legal Affairs (LA) is a central 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 provide legal advice on questions arising for the Organization, 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 international tribunals or dispute resolution boards;
- (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.

00502 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.

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 5 – Ethics Office

00601

The objective of the Ethics Office is to establish an ethical working environment in the Organization. The Ethics Office plays an important preventative advisory role by providing guidance and confidential advice to all members of UNESCO personnel and to the Organization on ethics related concerns, in order to reflect the values, principles and standards of conduct of the Organization. The Ethics Office is also there to receive complaints on unethical behaviour and assists UNESCO personnel in maintaining high professional and ethical standards, as well as providing information and counsel.

00602

The Ethics Office is responsible with providing a comprehensive package of “ethics measures”, which include policies (whistleblower protection, financial disclosure programme), and training initiatives to all UNESCO employees. Besides, the Ethics Office applies a policy of zero tolerance and suspected irregularities are systematically investigated by the Internal Oversight Service. The Ethics Office is independent from all Programme Sectors, Support Sectors and other Central Services, and reports directly to the Director-General.

00603

The key elements of the Ethics Office are as follows:

- Voluntary disclosure channel: this channel allows for UNESCO employees, external stakeholders and members of the public to report suspected irregularities or wrongdoing on a confidential basis;
- Implement the “whistleblower protection policy”: provides enhanced protection for individuals who report misconduct or cooperate with audits or investigations, against retaliation;
- Advice and counsel: provides confidential advice to all employees and receive complaints on ethics related issues to establish an ethical working environment
- Policy Development: implements regulations on harassment, reporting unethical behavior and on conflicts of interest (outside activities; gifts and remuneration; use of confidential information; use of UNESCO property and assets including financial disclosure);
- Outreach and Communication: promotes and raises awareness on the ethical values and standards of conduct across UNESCO; and provide the mandatory training module on ethics to all employees (regardless of contractual status); and deliver the training module on Anti-harassment.

Expected results at the end of the biennium:

Voluntary disclosure channel and protection against retaliation mechanisms operational

Financial disclosure policy and conflict of interest rules implemented and disseminated

Training module on ethics delivered both at Headquarters and in the Field Offices (includes category 1 institutes)

I.C – Participation in the Joint Machinery of the United Nations system (JUNM)

UNESCO contributes to the running costs of the United Nations system in accordance with agreements that specify the relevant financial and budgetary arrangements. The budget provision of \$13,332,400 included under Part I.C represents an estimated amount. The actual amount of the various UNESCO contributions will only be known when the relevant bodies will have approved their budgets and request payment from the participating United Nations system agencies. Different sectors within the UNESCO Secretariat are responsible for various elements of the JUNM, whose provisional budget is broken down as follows:

Under the responsibility of HRM:

- International Civil Service Commission (ICSC): \$689,200
- UN CARES and UN Dual Career and Staff Mobility Programme
 - UN CARES: \$102,300
 - UN Dual Career and Staff Mobility Programme: \$20,300
- The Human Resources Management Network of the United Nations System High-Level Committee on Management: \$162,200
- Administrative Tribunal of the International Labour Organization: \$233,100

Under the responsibility of BFC:

- Statutory contribution of the UN Department of Safety and Security: \$2,427,600
- Security requirements of staff members in the field: \$8,770,000
- Malicious Acts Insurance Policy: \$280,000

Under the responsibility of BFM:

- The Finance and Budget Network of the United Nations System High-Level Committee on Management: \$76,000

Under the responsibility of BSP:

- United Nations System High-Level Committee on Programmes: \$44,600

Under the responsibility of IOS:

- United Nations Joint Inspection Unit: \$456,100

Under the responsibility of ADM:

- ICT Coordination activities of the United Nations System High-Level Committee on Management: \$71,000

Part II – Programmes and Programme-Related Services

II.A – Programmes

MP I

Education

Major Programme I

ED 1

Regular Budget								
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$	\$	\$
Activities	56 175 700	-	56 175 700	1 666 900	1 096 100	58 938 700	(4 003 900)	54 934 800
Staff	62 360 000	(234 700)	62 125 300	2 870 400	405 200	65 400 900	-	65 400 900
Total, Major Programme I	118 535 700	(234 700)	118 301 000	4 537 300	1 501 300	124 339 600	(4 003 900)	120 335 700

For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

Main Line of Action		Regular Budget		TOTAL	Extrabudgetary Resources ⁽¹⁾
		Activities	Staff	36 C/5 Proposed	
		\$	\$	\$	\$
MLA 1	Accelerating progress towards EFA, in particular at the country level, including through information and communication technologies (ICTs)	20 087 000	34 762 300	54 849 300	41 993 400
MLA 2	Building effective and inclusive education systems	6 580 000	11 865 100	18 445 100	37 967 900
MLA 3	Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	4 310 000	10 128 600	14 438 600	31 138 800
MLA 4	Reinforcing leadership for EFA through advocacy, partnerships and monitoring	5 057 800	8 644 900	13 702 700	6 448 400
UNESCO education institutes⁽²⁾					
	UNESCO International Bureau of Education (IBE)	5 000 000	-	5 000 000	-
	UNESCO International Institute for Educational Planning (IIEP)	5 500 000	-	5 500 000	-
	UNESCO Institute for Lifelong Learning (UIL)	2 100 000	-	2 100 000	-
	UNESCO Institute for Information Technologies in Education (IITE)	1 000 000	-	1 000 000	-
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	2 600 000	-	2 600 000	-
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 200 000	-	2 200 000	-
	Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) ⁽³⁾	500 000	-	500 000	-
Total, UNESCO education institutes		18 900 000	-	18 900 000	-
Total, Major Programme I		54 934 800	65 400 900	120 335 700	117 548 500

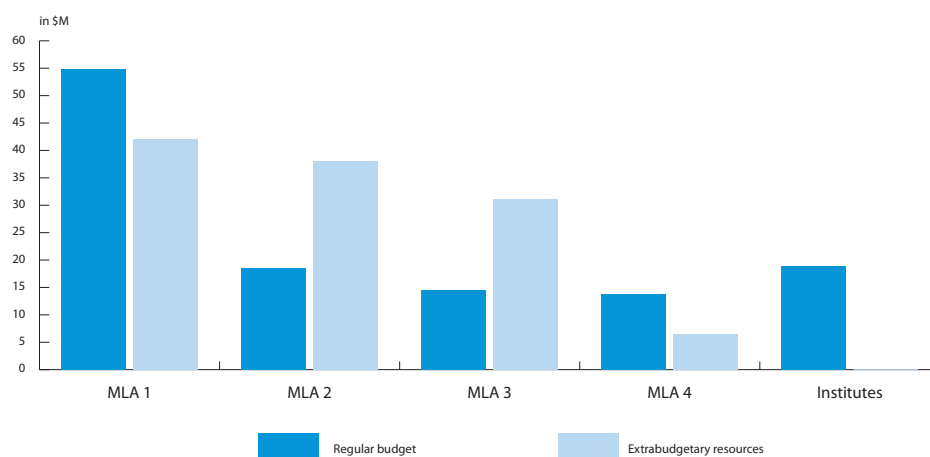
⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

⁽²⁾ 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.

⁽³⁾ In anticipation of the formal establishment of the MGIEP and in keeping with the spirit of 35 C/Resolution 16 Major Programme I includes the provision of \$500,000 for MGIEP within its total activity cost budget.

Distribution of resources

Total resources (staff and activities)

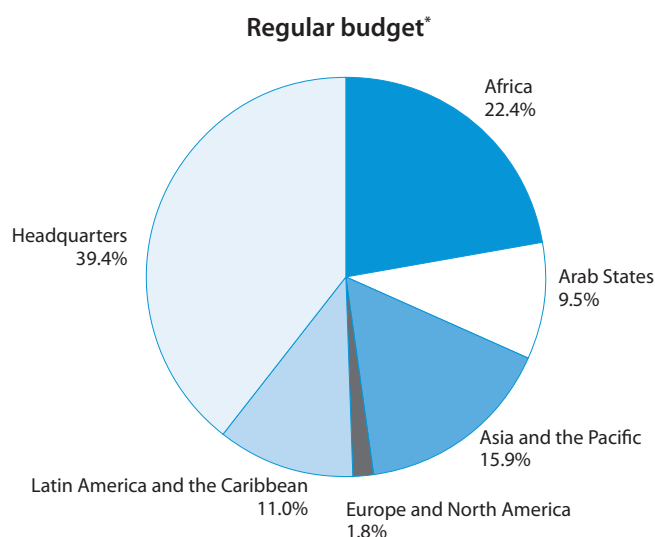


Decentralization of budget and established posts by implementing region								
Implementing Region/ Headquarters	36 C/5 Proposed						Total	
	Activities		Staff					
	\$	Weight	\$	Weight	Posts ⁽²⁾	\$	Weight	
Africa (including IICBA)	13 220 000	32.0%	10 676 900	16.3%	41	23 896 900	22.4%	
Arab States	3 330 000	8.1%	6 828 900	10.4%	24	10 158 900	9.5%	
Asia and the Pacific (including MGIEP)	7 430 000	18.0%	9 545 000	14.6%	34	16 975 000	15.9%	
Europe and North America	300 000	0.7%	1 625 700	2.5%	5	1 925 700	1.8%	
Latin America and the Caribbean (including IESALC)	5 800 000	14.0%	5 890 000	9.0%	23	11 690 000	11.0%	
Total, Field	30 080 000	72.8%	34 566 500	52.9%	127	64 646 500	60.6%	
Headquarters	11 254 800	27.2%	30 834 400	47.1%	131	42 089 200	39.4%	
Subtotal	41 334 800	100.0%	65 400 900	100.0%	258	106 735 700	100.0%	
Global Institutes (IBE, IIEP, UIL and IITE) ⁽¹⁾	13 600 000	N/A	–	N/A	–	13 600 000	N/A	
TOTAL (Headquarters + Field + institutes)	54 934 800	100.0%	65 400 900	100.0%	258	120 335 700	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.

⁽²⁾ In addition to the posts funded from the regular budget, 3 posts are funded from the PSC income.

Distribution of resources by Region and Headquarters



* Excluding global institutes

General comments

The Education Sector has reserved 10% of its activities budget (excluding institutes) to support activities under the Intersectoral Platforms (IPs). It is therefore expected that thematic areas directly covered by the IPs, such as education and HIV and AIDS, support to countries in post-conflict and post-disaster situations, promotion of a culture of peace and non-violence as well as climate change education, will be financially reinforced through funding reserved for IPs.

Within the overall sectoral priorities, 54.1% of the regular budget (excluding education institutes) will be allocated to MLA 1. With regards to the institutes, the sector proposes to strengthen them as is shown by their share of the activities budget which rises from 31.2% in the 35 C/5 to 34.4% in the Draft 36 C/5.

The above chart shows the decentralization situation of the total budget of the sector (excluding global institutes). If focused on the activities budget only, the rate of decentralization (excluding the four global institutes as their activities are of global and inter-regional scope) remains at the same level as in the 35 C/5 with 72.8%. Priority remains placed on Africa as the main decentralized region with a rate of 32.0%, followed by Asia and the Pacific with 18.0%, Latin America and the Caribbean with 14.0%, Arab States with 8.1% and Europe and North America 0.7%.

Overall, MP I benefits from 258 established posts funded from the regular budget and 3 posts funded from the PSC income.

For information, decentralized resources represent staff physically present at Field Offices and activities implemented by Field Offices. In addition, there are staff resources at Headquarters and funds earmarked for global and regional activities which are also of benefit to regions.

Major Programme I

Education

Reinforcing impact in 2012-2013

01001 Taking stock of progress made since 2000, world leaders at the High-level Plenary Meeting of the UN General Assembly on the Millennium Development Goals (MDGs) held on 20-22 September 2010 recognized the interconnected and mutually-reinforcing nature of the different MDGs. Appreciating the gains made towards the achievement of universal access to primary education, and despite the setbacks caused by the financial and economic crisis, it committed itself to furthering progress in this regard. At the same time, the annual Education for All (EFA) Global Monitoring Report (GMR) reminds us that strengthened global and national efforts are urgently needed if the world is to achieve the full set of EFA goals by the target date of 2015.

01002 In 2012-2013 – the last biennium of UNESCO's current Medium-Term Strategy – Major Programme I will build upon the progress made in 2010-2011. It will retain the same four priority areas set out in the 35 C/5 – sector-wide policy and planning, literacy, teachers and technical and vocational education and training – and maintain a strong programmatic focus. Furthermore, Major Programme I will continue the successful practice of providing increased support to a limited number (16) of 'target countries' that have been identified as being furthest from achieving the EFA goals.¹ The Organization's technical support to these countries will aim primarily to strengthen national capacities in one of the four priority areas, according to national needs; each country will receive technical assistance financed through the regular programme (representing \$250,000 for each country) as well as extrabudgetary resources to support one jointly-planned country programme intervention in order to maximize impact. Of the 16 target countries, some 12 are located in Africa, demonstrating both the needs of the region and its priority status for Major Programme I (see Box on Africa).

01003 At the same time, and in order to respond to contemporary challenges and prepare the ground for education initiatives beyond 2015, Major Programme I will introduce new strategic approaches:

- (a) Improving the quality of education is a concern shared by all countries. It involves improving teaching, learning, relevance and efficiency. To that end, UNESCO will support Member States in developing their own processes for assessing and improving educational quality, particularly by piloting the UNESCO-developed comprehensive and integrated analytical framework.

¹ These 16 countries will be in addition to the 20 target countries that were provided support in 2010-2011. UNESCO will thus have reached out to all 36 countries that were initially identified as being of greatest risk of not meeting the EFA goals. The Capacity development for EFA (CapEFA) programme played a key role in 2010-2011 in providing extrabudgetary support to the 20 target countries, and some of these countries will continue to receive extrabudgetary funding in the next biennium. New donors must however be identified and additional extrabudgetary resources mobilized for the 16 new target countries.

In cooperation with Major Programme V, more emphasis will be given to promoting information and communication technologies (ICTs) as a gateway to learning, particularly through analytical and policy-driven work aimed at fostering favourable conditions for ICT-enhanced learning;

- (b) Quality education should empower learners to become responsible and active citizens who can contribute to a culture of peace and non-violence in the spirit of a 'new humanism'. Major Programme I will therefore give increased emphasis to promoting education for values, democratic citizenship, human rights, tolerance and dialogue for reconciliation and peace;
- (c) More emphasis will be given to global advocacy and the development of strategic partnerships as well as country-level actions for promoting education for girls and women. A new initiative, sponsored primarily through extrabudgetary funds and focusing on out-of-school girls and non-literate women, is in the process of being developed;
- (d) Recognizing the essential contribution of education to the global response to climate change and building on work initiated in the 2010-2011 biennium, Major Programme I will scale up its climate change education programme within the framework of the United Nations Decade of Education for Sustainable Development (DESD) (2005-2014), and as a concrete contribution to this latter, through an intersectoral approach;
- (e) In view of the increasing recognition of the importance of higher education in stimulating innovation and building stronger societies and economies, and the fact that Member States today are facing growing demand for enrolment at this level, UNESCO will increase its attention to this sub-sector by focusing on key policy issues – where relevant in collaboration with other Sectors;
- (f) There is an increasing need to strengthen the global debate on emerging trends and challenges in education based on cutting-edge research and evidence. UNESCO will provide a global platform for debate on educational innovation and reform, in particular on the future of education – including setting the stage for the post-2015 period in conjunction with the Organization-wide foresight activities by the Bureau of Strategic Planning;
- (g) In order to give new impetus to efforts towards the achievement of Education for All, Major Programme I will foster partnerships with a wide range of stakeholders, including by strengthening its partnership with the EFA convening agencies and proactively seeking partnerships with private companies and civil society groups as well as innovative financing modalities. UNESCO will further promote South-South cooperation as an essential modality for its work in education.

01004

Biennial sectoral priorities for 2012-2013

Biennial sectoral priority 1:

Scaling up equity, inclusion and quality in education and lifelong learning for sustainable development and a culture of peace and non-violence;

Biennial sectoral priority 2:

Strengthening global leadership in education.

Internationally agreed development goals and commitments

Six Education for All goals (Dakar 2000)

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)

World Programme for Human Rights Education (2005-ongoing)

Conclusions and Recommendations of the 48th session of the International Conference on Education (2008)

Bonn Declaration- World Conference on Education for Sustainable Development (2009)

Communiqué- The 2009 World Conference on Higher Education

Bélem Framework for Action- Sixth International Conference on Adult Education (CONFINTEA VI) (2009)

The United Nations' Summit outcome document 'Keeping the promise: united to achieve the Millennium Development Goals', (2010)

Moscow Framework for Action and Cooperation- World Conference on Early Childhood Care and Education (2010)

01005

The global consensus has never been so strong: education is a fundamental human right and investment in education is a precondition for reducing poverty, improving health and building more peaceful, just and sustainable societies. Today's education systems must be conceived holistically, with each level and setting of learning being envisioned as an interlinked and integrated component of a whole. Systems must also provide learning opportunities throughout life and ensure articulation between the different modes and phases of delivery. Moreover, dynamic global contexts require increased flexibility and a variety of educational offerings that equip learners with the knowledge, skills and attitudes necessary to respond to contemporary challenges.

01006

Renewed attention must be paid to the quality of educational provision. Since the 2000 World Education Forum in Dakar, Senegal, governments have significantly scaled up their attention to the improvement of access to education – in particular at the primary level. This is to be commended. However, it has in many cases not been accompanied by similar attention to issues of quality – an essential dimension of the right to education. This has led to wide disparities in learning experiences both between and within countries. Thus, even when they are enrolled in school, children and adolescents from marginalized or disadvantaged backgrounds are more likely to have teachers who are less qualified and more frequently absent, as well as access to fewer quality learning resources, than those from more privileged families. Moreover, lack of effective mechanisms for reintegrating drop-outs and out-of-school adolescents means that millions remain outside of the education system with no or little opportunity for further learning.

01007 With these concerns in mind, and in order to accelerate progress towards the 2015 targets and promote peaceful, democratic and sustainable societies, UNESCO will emphasize the quality imperative as well as the principles of equity and inclusion throughout its work on education. It will strengthen its comprehensive approach to education and support Member States in building effective education systems and consolidating pathways between the different levels and modes of delivery.

01008 In 2012-2013, Major Programme I will contribute to the realization of each of the overarching objectives of UNESCO’s Medium-Term Strategy (2008-2013) (34 C/4), in particular the objective of “Attaining quality education for all and lifelong learning”. Actions will be undertaken under the following two biennial sectoral priorities (BSPs):

- **Biennial sectoral priority 1: Scaling up equity, inclusion and quality in education and lifelong learning for sustainable development and a culture of peace and non-violence; and**
- **Biennial sectoral priority 2: Strengthening global leadership in education.**

01009 The table below illustrates the structure of Major Programme I:

Major Programme I – Education				
36 C/5 Biennial sectoral priorities (BSPs)	BSP 1: Scaling up equity, inclusion and quality in education and lifelong learning for sustainable development and a culture of peace and non-violence			BSP 2: Strengthening global leadership in education
Main lines of action (MLAs)	MLA 1: Accelerating progress towards EFA, in particular at the country level, including through information and communication technologies (ICTs)	MLA 2: Building effective and inclusive education systems	MLA 3: Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	MLA 4: Reinforcing leadership for EFA through advocacy, partnerships and monitoring
Thematic areas of expected results	1. Capacity development for sector-wide policy formulation and planning 2. Literacy and lifelong learning 3. Teachers 4. Skills development through TVET for the world of work	5. Early childhood care and education 6. Primary and secondary education 7. Higher education and research	8. ESD, in particular climate change education 9. HIV/AIDS and education 10. Education for values, citizenship, human rights, tolerance and dialogue for reconciliation and peace	11. EFA coordination, advocacy and partnerships 12. Global advocacy and partnerships to promote education for girls and women 13. Monitoring EFA and the right to education 14. Knowledge-sharing and foresight in education

01010 The two biennial sectoral priorities will be addressed through four Major Lines of Action (MLAs). These will enable UNESCO to support countries in developing holistic education systems for lifelong learning, while at the same time stimulating and guiding the global debate on the future of education. This dual function will ensure the relevance of the Organization’s work for all its Member States.

- (a) The first Main line of action will be “Accelerating progress towards EFA, in particular at country level, including through information and communication technologies (ICTs)”. UNESCO will

support Member States in developing national capacities to prepare and implement robust sector policies and plans; promoting and building the knowledge base for improving literacy policies and programmes; expanding the pool of qualified teachers and ensuring that their working conditions are appropriate; and reforming technical and vocational education and training systems.

- (b) The second main line of action will be “Building effective and inclusive education systems”. Under this MLA, and within the framework of lifelong learning, UNESCO will support Member States to provide quality, inclusive and relevant education systems from early childhood education and primary and secondary education through to higher education and research. Emphasis will be placed on ensuring smooth transitions between the different levels of education.
- (c) The third main line of action will be “Supporting education system responses to contemporary challenges for sustainable development and culture of peace and non-violence.” Through this MLA, UNESCO will support Member States to equip learners to become responsible global citizens, through addressing issues such as sustainable development including climate change, HIV/AIDS and human rights and values in both content and the delivery of education.
- (d) The fourth main line of action will be “Reinforcing leadership for EFA through advocacy, partnership and monitoring”. Through this MLA, UNESCO will mobilize the international community and EFA partners for the achievement of the EFA and education-related MDGs, paying particular attention to advocacy in favour of girls’ and women’s education. UNESCO will continue to undertake benchmarking for monitoring progress towards EFA and make available cutting-edge research on educational trends, thus advancing the realization of the right to education.

Category 1 institutes

01011 UNESCO has seven category 1 institutes in education, which are strong technical components of the Education Sector: 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 soon-to-be established Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP). Regarding the latter, preparations for its establishment are currently on-going in cooperation with the host country, India. For the 2012-2013 biennium, UNESCO will reserve the amount of \$500,000 from within the Major Programme I budgetary allocation. A draft resolution will be submitted to UNESCO’s Governing bodies in due course.

01012 Most of these Institutes operate with a significant amount of extrabudgetary resources and their programmes are jointly funded by both regular programme and extrabudgetary resources. The programme activities in this biennium and their contribution to the expected results are described in the text under each of the Institutes. Coordination mechanisms will be further strengthened to avoid duplication and ensure greater alignment with the priorities and work of Headquarters and the Field Offices.

Category 2 centres

01013 The Education Sector works in close collaboration and cooperation with the seven education category 2 centres under the auspices of UNESCO: 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 Centre for Rural Education (INRULED); the Regional Centre for Educational Planning (RCEP); the South-East Asian Centre for Lifelong Learning for Sustainable Development; and the Regional Centre for Early Childhood Care and Education in the Arab States.

01014 These institutes/centres are valuable partners for the Organization, as they contribute to the achievement of the expected results of Major Programme I in their specific subject areas.

Global Priority Africa

01015 Major Programme I will continue to give priority to Africa in 2012-2013 and decentralize approximately one third of the regular programme activity budget to the Field offices in the Africa region. Twenty-four of the 36 "target countries" for the period 2010-2013 are in Africa, further reflecting the commitment to provide particular assistance to those countries considered furthest from achieving the MDGs and EFA goals. UNESCO's actions in Africa will support the African Union (AU) and its New Partnership for Africa's Development (NEPAD) programmes defined in the Plan of Action of the Second Decade for Education in Africa (2006-2015). These actions will be closely coordinated with the work of other UN agencies through common country programming approaches, including in UNDAFs, and regional coordination mechanisms including the Education and Human Resources Sub-Cluster of the Regional Coordination Mechanism (RCM), the Regional Directors' Team (RDT) and UN Country Teams. At the national level, entry points for joint UN actions will be the development, implementation, and monitoring and evaluation of quality United Nations Development Assistance Frameworks (UNDAFs) and related capacity development action plans.

01016 The strategic priorities under Major Programme I in support of education reform in Africa will be fourfold. First, support will be given to developing Member States' capacities for policy analysis and sector-wide planning. In this regard, UNESCO will support research, advocacy and evidence-based policy dialogue with education ministries at the regional, sub-regional and national levels, informed by sector-wide analysis of data on access, learning outcomes and competencies relevant to the world of work. Second, the Organization will promote improved access to quality basic education, with specific attention to children and adolescents from birth to the age of 15 years, through early childhood care and education followed by 9-10 years of uninterrupted basic education of quality within the framework of the Basic Education in Africa Programme (BEAP). This will include enhancing learning through promoting the use of the mother tongue languages. UNESCO will promote the articulation of this first level with a general orientation towards entrepreneurship education and the development of skills and competencies that are relevant for the world of work. The development of policies for improving the transition to the secondary level, including through the revitalization of technical and vocational education and training (TVET), mathematics, science and technology will therefore be a third strategic priority. Finally, the Organization will champion the creation of a higher education space in Africa. Greater synergies with the Science Sector will be sought to ensure stronger and more effective support to scientific research. Special focus will be placed on providing support to policy development and strengthening partnerships for a comprehensive development of the teacher profession in order to ensure inclusive quality teaching and learning throughout the entire system, including teacher development policies within the framework of the Teacher Training Initiative for Sub-Saharan Africa (TTISSA).

01017

With many countries in the region lagging behind in terms of progress towards gender equality in education by 2015 (MDG 3), particular attention will be given to mainstreaming gender equality and women's empowerment into all education activities of Major Programme I in the region.

01018

Through joint programming within the context of UNDAFs as well as through partnerships with civil society organizations, UNESCO will continue to provide policy advice and technical support to its African Member States, in alignment with national development priorities, through addressing issues related to literacy, out-of-school children and youth, unemployment, HIV & AIDS, gender-based violence and climate change. South-South cooperation will be a key modality for developing capacities and mobilizing joint resources.

Global Priority Gender Equality

01019

Within the framework of the Gender Equality Action Plan (2008-2013), Major Programme I will continue to mainstream gender equality and women's empowerment in all its activities, in particular in the following areas:

- literacy: develop capacities of Member States by raising awareness of the importance of policies and programmes targeting women and girls and by providing technical support to mainstream gender in literacy policies and programmes, in particular in LIFE and 'target countries';
- teachers: provide technical advice to Member States in order to mainstream gender in their teacher management, retention and training policies and to ensure gender-balanced representation in the education professions, especially within the framework of the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) and in the 'target countries' and promote gender sensitive and non-sexist teacher training contents;
- secondary education: support the development, renewal, monitoring, review and implementation of policies and strategies to ensure quality secondary education to expand equal access for and the retention of girls and boys. Particular attention will be paid to improving the transition to secondary education and drop-out rates of girls;
- technical and vocational education and training: strengthen the capacities of Member States to ensure coherence in their TVET policies with labour market and social needs, especially in view of providing equal skills development opportunities to both women and men, particularly in 'target countries';
- sector plans and policies: through the knowledge base on education policy generated, UNESCO will support Member States to plan and manage the education sector's policies, plans and budgets so that these latter are inclusive, especially in view of ensuring gender equality throughout the education sector;
- HIV/AIDS: within the framework of school health and education on sexuality and reproductive health and rights, promote gender-sensitive sector-wide response to HIV/AIDS' impact and the challenges posed.

01020

As we approach the target year for the internationally agreed education goals, Major Programme I will further heighten its work towards achieving gender equity and equality in education. It will do so by fostering multi-stakeholder partnerships and advocating widely to both the development community and general public in favour of the education of girls and women (see paragraph 01060). Building on the partnerships fostered during the past biennium with major international partners such as the David and Lucile Packard Foundation, Procter & Gamble, Nokia and Microsoft and, the Organization will also assist the countries in greatest need, especially in Africa. Moreover, the Organization will use diversified and targeted communication strategies to reach out to decision-makers and the public in order to raise their awareness of the importance of gender equality in education and mobilize support for girls' and women's education.

Biennial sectoral priority 1: Scaling up equity, inclusion and quality in education and lifelong learning for sustainable development and a culture of peace and non-violence

Main line of action 1: Accelerating progress towards EFA, in particular at the country level, including through information and communication technologies (ICTs)

01021

With only a few years until the target date of 2015 for achieving the EFA and the MDGs, it is critical that the international community redouble its efforts to make quality learning a reality for all. In the 2010-2011 biennium, UNESCO identified four priority areas for its work in education: literacy; teachers; skills development for the world of work; and sector-wide policies. This programmatic and budgetary concentration has enabled the Organization to significantly scale up its country-level impact.

01022

MLA 1 will therefore retain these four priority areas of action, build on the progress made in 2010-2011 and extend the depth and reach of the activities initiated. Recognizing that capacity development for sector-wide policy formulation and planning is critical to improving quality throughout education systems, greater prominence will be given to work in this field. The supplementary funding provided to the 16 "target countries" will be used to finance increased technical support in one of the four priority areas of action, in alignment with the country's national development priorities.

Sector-wide policy formulation and planning

01023

The right to education can only be realized through sound education policies and well-designed plans. This is particularly important at a time at which education policy-makers and planners are facing an increasing number of challenges. Indeed, in addition to the longstanding issues related to demographics and funding, new issues have arisen such as the uncertainties linked to changes in occupations and in competencies required in knowledge societies. There is a growing need to reappraise how countries can make the best use of long-term planning in education, not only to guarantee access but also to improve the quality of delivery.

01024

UNESCO will therefore further extend its support to sector-wide education policy and planning, with particular emphasis on quality and gender equality issues. To this end, the Organization will provide support for evidence-based and result-oriented educational planning, while further reinforcing its

integration with CCA/UNDAF and its harmonization with national development and poverty reduction strategies. Particular attention will be given to institutional and national capacity development in the “target countries”. While the modalities of interventions will be adapted to the needs of particular countries, the main areas of work will include the following:

- (a) **Conducting policy reviews and enhancing the knowledge base in education policy at the country level:** UNESCO will, at the request of countries, support Member States in carrying out policy reviews in education. These reviews will result in a precise analysis of the strengths and weaknesses of the education system, drawing on the existing knowledge base, and with the overall goal of issuing policy recommendations – in particular in the areas in which UNESCO can offer direct technical assistance. In addition, UNESCO will carry out thematic policy reviews and comparative analysis at regional level, focused in particular on issues related to quality and gender. In addition to providing a direct service to the concerned countries or regions, UNESCO will use this work to reinforce its role as a reliable source of evidence and analysis in education policy;
- (b) **Development of capacities in education planning and management:** State-of-the-art methodologies, techniques and tools for education policy analysis, sector diagnosis, planning and resource projections and costing will be further enhanced. Attention will be given to reinforce national capacities to implement plans. In addition, tools for educational management at the school, local and national levels will be refined. Particular efforts will be made to mainstream critical issues such as gender, lifelong learning and education for sustainable development into national education policies, plans and budgets;
- (c) **Measuring and monitoring education quality to guide policy:** national, regional and international learning assessments are key tools to monitor quality of education over time and inform policy. Yet, too often, countries face problems when trying to translate the evidence obtained into concrete action. UNESCO will support Member States in developing capacities in the monitoring and evaluation of education systems, particularly in Africa. In particular, UNESCO will respond to the call from the African Union (AU) to support the development of an integrated programme of measurement of learning achievement and teaching and learning process in Africa, within the framework of the implementation of the AU Second Decade of Education;
- (d) **Promoting ICTs as a gateway to learning:** UNESCO will prioritize analytical and policy-driven work in addressing the challenge of fostering the conditions for ICT- enhanced learning. This will be reflected in particular through the development of relevant policy indicators, enhancing teacher capacity development, investigating and disseminating mobile learning, and supporting innovations that take advantage of technology, both in formal and non-formal education settings. Work in this area will be jointly designed and implemented by Major Programmes I and V and in close partnerships with external partners such as IT companies; and
- (e) **Reinforcing UNESCO’s response to emergencies and its contribution to sustainable recovery,** UNESCO will reinforce its strategy to link emergency response to long-term planning and reconstruction, including through its ongoing participation in the Inter-Agency Network on Education in Emergencies (INEE). This will include both preparation of needs assessments through the deployment of rapid reaction teams when emergencies strike, and long-term planning for sustainable recovery, including through capacity development.

01025

This work will be implemented in collaboration with the International Institute for Educational Planning (IIEP). Cooperation will be strengthened with key agencies working in the areas of education policy, planning and capacity development. In particular, cooperation with the EFA-Fast Track Initiative (FTI) will be reinforced through joint activities at country level, including joint sector review, plan preparation, capacity needs assessment and capacity development.

Expected result 1: National capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries supported in education policy, planning and management 	– 15 Member States
<ul style="list-style-type: none"> ■ Number of countries supported in the implementation of innovative programmes in ICTs in education 	– 5 Member States
<ul style="list-style-type: none"> ■ Number of thematic studies or policy guidelines produced including on quality, gender issues or ICTs in education 	– 5 thematic studies or policy guidelines
<ul style="list-style-type: none"> ■ Number of conflict- and disaster-affected countries supported in disaster risk education, needs assessment and planning for reconstruction and related capacity development 	– 10 Member States

Literacy and non-formal education in a lifelong learning perspective

01026

Urgent action must be taken to bring literacy competencies to the obstinately high number of adults who continue to lack them – some 796 million in 2010. Illiteracy is a particularly alarming problem among adolescent girls and women, and raising literacy levels in these groups is therefore a key means of increasing gender equity and equality in education and, more generally, in society as a whole. The Education for All Global Monitoring Report has persistently emphasized that EFA goal 4 on youth and adult literacy will not be reached without drastic scaling-up of efforts. Yet adult literacy remains extremely low on the broader development agenda.

01027

UNESCO’s actions in this area will be carried out within the framework of the United Nations Literacy Decade (2003-2012) and the Organization’s Literacy Initiative for Empowerment (LIFE). In order to mobilize tangible commitment to literacy and non-formal education as expressed through reinforced programme delivery and the allocation of greater resources to this sub-sector, UNESCO will focus on three priority areas for action: advocacy; policy; and capacity development:

- (a) **Advocacy** actions will aim to increase awareness of the importance of literacy and practices which demonstrated effectiveness in boosting literacy rates. They will take the form of campaigns aimed at reaching the general public (e.g. International Literacy Day and Prizes) and targeted knowledge creation and sharing among relevant political and professional groups (e.g. through strategic lobbying, networking and participation in key global meetings and events);

- (b) **Policy development** will be enhanced through dialogue with, and technical support to, policy-makers and planners. In this regard, particular attention will be paid to mainstreaming gender equity in literacy efforts; promoting community-based learning opportunities; strengthening linkages between literacy and other relevant competencies such as vocational, scientific, technological and life skills; and facilitating transition between non-formal and formal education and the development of dynamic literate environments; and
- (c) **Capacity development** of literacy and non-formal education policy-makers, planners, managers and teacher training institutions through technical support in selected LIFE, E-9 and the Education Sector's 'target countries', while ensuring a sector-wide perspective. This will be achieved through the preparation and dissemination of policy and sub-sector studies, technical support to the development of curricula and other materials, and the strengthening of institutional capacities, including in areas such as literacy through information and communication technologies (ICTs).

01028

In carrying out these actions, UNESCO will give special focus to poor out-of-school children, youth and adults – in particular girls and women. The UNESCO Institute for Lifelong Learning will play an important role. Building and extending partnerships with a wide range of relevant partners will be a key strategy. The creation and maintenance of online fora and networks, and collaboration in the development of strategy papers and policy briefs, will support knowledge sharing. Traditional (government, civil society, multilaterals) and non-traditional partners, such as the private sector, will render literacy efforts more robust and extend their reach. Inclusive partnerships will deepen intersectoral collaboration as well as participation in initiatives such as the UN Girls' Education Initiative and the Inter-Agency Task Force on Adolescent Girls.

Expected result 2: National capacities strengthened to plan, manage and scale up gender-sensitive, quality literacy and non-formal education policies and programmes

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of Member States (including Literacy Initiative for Empowerment [LIFE] and E-9 countries) that have developed or are preparing development-relevant, gender-responsive literacy and non-formal education policies that are an integral part of national education policies and plans 	<ul style="list-style-type: none"> – 5 Member States
<ul style="list-style-type: none"> ■ Number of Member States, especially in Africa, having scaled up or scaling up literacy and non-formal education programmes with UNESCO's support, with particular attention to adolescent girls and women 	<ul style="list-style-type: none"> – 10 Member States
<ul style="list-style-type: none"> ■ Number of advocacy and policy materials in support of development-relevant, gender-responsive literacy and non-formal education prepared 	<ul style="list-style-type: none"> – 2 volumes of <i>Emerging Trends in Literacy</i> – 2 policy briefs – 4 concept notes

Teachers

01029 Good teachers are the bedrock of successful education systems. Lack of qualified teachers is a challenge faced by many countries across the world – regardless of their economic performance. Indeed, the *EFA Global Monitoring Report 2011* states that an additional 1.9 million teaching posts need to be established to achieve universal primary education by 2015 – more than half of which are required in sub-Saharan Africa.

01030 In order to support countries in addressing teacher shortages, boosting investment in quality teacher development and improving the working conditions of teachers, UNESCO will articulate its actions around three key areas, giving priority attention to Africa: policy development; capacity development on teacher education and training programmes, including through the use of ICTs; and advocacy:

- (a) Within the framework of its work on **teacher development**, the Organization will provide technical advice to policy-makers to prepare evidence-based teacher policies on relevant issues set out in the ILO/UNESCO Recommendation concerning the Status of Teachers (1996) and the UNESCO Recommendation concerning the Status of Higher-Education Teaching Personnel (1997), ranging from their education and training, recruitment and management to their retention and working conditions. The Organization will continue to implement the Teacher Training Initiative for Sub-Saharan Africa (TTISSA), led by UNESCO's Regional Bureau for Education in Africa (BREDA) with support from the International Institute for Capacity-Building in Africa (IICBA) and Headquarters. UNESCO tools such as the TTISSA Methodological guide for the analysis of teacher issues, the Resource pack for capacity building for teacher-oriented curriculum policy and policy toolkits will support this work. A comprehensive policy framework for the capacity development of literacy and non-formal education teachers will also be launched;
- (b) Innovative approaches to teacher education and development, with a particular focus on ICTs, will be fostered through **capacity development of teacher training institutions**. As part of this work, the Associated Schools Project Network and the UNESCO Chairs will be mobilized to lead, support, disseminate, pilot and scale up good practices, particularly through South-South and North-South-South cooperation. In this regard, focus will be placed on the dissemination of good practices in ICTs and the promotion of cross-cutting issues such as education for sustainable development (ESD) in teacher education through intersectoral activities. Collaboration with external information technology partners will also be enhanced; and
- (c) **Advocacy** will aim to stimulate commitment among decision-makers, education partners and the general public to increase the pool of qualified teachers, underscoring the urgency of increasing investment in their training and improving their working conditions. Advocacy activities will be carried out through the organization of targeted high-profile events such as World Teachers' Day, as well as strategic input to other major international events on related issues, such as literacy and HIV & AIDS. Furthermore, UNESCO will continue to host the International Taskforce on Teachers for EFA.

01031 Throughout its work on teachers, UNESCO will place particular emphasis on the need to ensure gender-balanced representation in the education professions, through the collection and analysis of disaggregated data and the promotion of equal numbers of women and men school leaders and teachers. Attention will be paid to the need to increase the numbers of female teachers in the fields of mathematics, science and technology. The role of teachers in curbing gender-based violence in schools and non-sexist teacher training contents will also be promoted.

Expected result 3: National capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of countries supported by UNESCO in developing and/or revising and implementing teacher policies, strategies, plans and qualification frameworks, paying strong attention to gender issues 	– 15 Member States
<ul style="list-style-type: none"> Number of teacher training institutions supported by UNESCO that have reinforced the use of ICTs in their management, administration and pedagogical policies and practices 	– 12 teacher training institutions, with a focus on those in UNESCO's target countries
<ul style="list-style-type: none"> Number of sub-Saharan African countries with a teacher policy and innovative teacher programme developed through TTISSA 	– 12 Member States

Skills development through technical and vocational education and training (TVET) for the world of work

01032

Demand for quality and relevant skills development for the world of work is increasing in UNESCO's Member States. Drawing on the analytical tools and expertise developed during the 2010-2011 biennium, the Organization will continue to implement the Strategy for Technical and Vocational Education and Training (TVET) adopted by the 181st session of its Executive Board (181 EX/Decision 8), by focusing its action on three core areas: provision of policy advice; facilitation of conceptual clarification and the comparability of data; and serving as a clearinghouse and informing the global debate:

- (a) UNESCO will respond to Member States' requests for **policy advice**. It will do so by strengthening their capacities to develop evidence-based policies, including through the use of existing analytical tools (such as the policy framework and workforce simulation model) and new tools that will be developed, such as forecast analyses and supply approaches. It will also support the introduction of frameworks to improve monitoring and evaluation of the quality and relevance of TVET systems, paying particular attention to how they can stimulate entrepreneurship and multi-stakeholder partnerships, as well as national qualifications and transition frameworks. UNESCO's work in this area will emphasize the need to ensure coherence between TVET and education policies, the labour market and social needs, and promote TVET systems and policies that are based on the principles of inclusion and social cohesion, gender equality and sustainability. The UNESCO-UNEVOC International Centre will play an important role in delivering capacity building and support; for this purpose, the UNEVOC network will be reinforced and further operationalized;
- (b) In order to facilitate conceptual clarification, UNESCO will build on its collaboration with other international and regional agencies, such as the International Labour Organization, World Bank, Organisation for Economic Co-operation and Development, and the European Training Foundation. Through the Interagency Platform on TVET established in 2009, it will improve comparability of data by further developing and operationalizing the **shared conceptual framework** – thus enabling global debates and initiatives such as the Group of 20 (G-20)

meetings to be better informed. Skills for entrepreneurship and sustainable development will be added as priority areas of work. The findings of a review on normative instruments in the field of TVET will also be used to develop a new approach to the monitoring of the Convention (1989) and Revised Recommendation on Technical and Vocational Education (2001);

- (c) The Organization will strengthen its **clearing-house function** and inform the global debate through leading the follow-up of the 2011 Third International Congress on TVET. The outcomes of the Congress, together with the findings of the state-of-the-art report on world trends and issues in TVET, and the 2012 *EFA Global Monitoring Report*, will be used to carry out the mid-term monitoring and review of the UNESCO TVET Strategy. Furthermore, the UNESCO-UNEVOC International Centre will develop cutting-edge resources on TVET, including an online world databank on TVET systems, simulators and ICT-based resources. These actions will be undertaken as part of a global partnership involving national and regional centres of excellence in TVET.

01033 These actions will build on the momentum generated by the Third International Congress on TVET and the partnerships forged.

Expected result 4: Capacities in Member States strengthened to develop comprehensive and evidence-based policies for TVET

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of countries having used UNESCO's policy reviews to initiate the development of policy based on the principles of inclusion, gender equality and sustainability 	– 15 Member States
<ul style="list-style-type: none"> Number of countries setting up or enhancing existing frameworks for the monitoring and evaluation of TVET systems and policy innovations 	– 15 Member States
<ul style="list-style-type: none"> Number of users of the UNESCO-UNEVOC educational resources platform on TVET 	– 20% increase in users

Main line of action 2: Building effective and inclusive education systems

01034 UNESCO promotes a system-wide, holistic and inclusive vision of learning for all throughout life. Recognizing that each level and setting of education contributes to the success of the whole, it supports countries to envision education and learning as a single system consisting of interlinked components. Thus, quality higher education prepares effective teachers, while the uneven provision of early childhood care and education leads to inequities in later learning outcomes. This integrated and balanced approach to the development of national education policy and plans represents one of the comparative advantages of UNESCO, which is the only United Nations organization with a mandate to provide technical support in all of the sub-sectors of education.

01035 Capitalizing on this system-wide approach, UNESCO will support Member States to develop effective and inclusive education systems throughout life, with strengthened attention to higher education. In this regard, and in line with the outcome document of the United Nations High-Level Plenary

Meeting of the General Assembly on the Millennium Development Goals, it will place particular focus on ensuring quality and promoting smooth progression through the different stages of education and training, while facilitating flexible learning pathways and innovative means of education provision. Equitable access to all levels of education will be promoted, with particular attention being paid to improving the quality and equality of the opportunities available to girls and women.

Early childhood care and education

01036 Access to quality early childhood care and education (ECCE) significantly improves learning outcomes in later years. In line with the “Moscow Framework for Action and Cooperation: Harnessing the Wealth of Nations” adopted at the first World Conference on ECCE held in 2010, UNESCO will promote inclusive and quality ECCE as part of the right to education and as a foundation for equitable and inclusive development.

01037 In carrying out its strategic actions, two main approaches will be taken. First, UNESCO will promote a sector-wide as well as a multi-sectoral approach to ECCE, in order to strengthen a holistic approach to child development. Attention will be paid to enhancing the role of family members in supporting young children’s development from birth, and to improving the transition from ECCE to primary education in order to ensure balanced sector development and enhance children’s readiness for school and for life. Second, well-designed ECCE will be promoted as an important strategy for gender equality, since it enables mothers to participate in economic activities, frees female siblings from childcare responsibility and enables them to attend school, and encourages equal treatment and opportunities for both girls and boys from early childhood.

01038 UNESCO will support Member States to develop and implement inclusive and quality ECCE through:

- (a) Targeted evidence-based **advocacy**, including through regional advocacy meetings, which will aim to increase Member States’ awareness of the crucial importance of scaling up and improving ECCE, especially for the most vulnerable and disadvantaged children;
- (b) Support to the review and development of feasible **policy and programme options and strategies**. In order to provide a solid evidence basis for this work, knowledge will be generated through the documentation, analysis and dissemination of good practices on expanding ECCE with equity and quality;
- (c) Systematic **monitoring** of progress toward EFA Goal 1. This will be facilitated through the development of an instrument for the holistic monitoring of the progress in close collaboration and consultation with Member States and other key stakeholders.

01039 This work will be implemented through intensified networking, collaboration and dialogue with partners such as the other EFA convening agencies including the United Nations Children’s Fund (UNICEF); the World Health Organization; relevant UNESCO Chairs and centres of excellence; and key networks. Special attention will be paid to supporting Member States that are at the highest risk of not achieving EFA Goal 1 – sub-Saharan Africa, South and West Asia and the Arab States – targeting, within those countries, the most vulnerable and disadvantaged children who stand to gain the most from comprehensive ECCE interventions from a very early age.

Expected result 5: Capacities in Member States strengthened to review, develop and monitor policies and programmes for inclusive and quality early childhood care and education (ECCE)

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of evidence-based advocacy tools to promote ECCE prepared and disseminated 	– 10 advocacy tools
<ul style="list-style-type: none"> ■ Number of countries supported to review, develop and implement policies and programmes to scale up inclusive and quality ECCE 	– 15 countries
<ul style="list-style-type: none"> ■ Number of countries supported to develop monitoring frameworks for ECCE 	– 10 countries

Primary and secondary education

01040 Significant progress has been made towards the achievement of universal enrolment in primary education over the past two decades. However, 69 million children are still out of primary school and 71 million adolescents of lower-secondary school age continue to be excluded from any form of education. Moreover, while gender gaps in enrolment in primary have diminished, progress in gender parity has been much slower for secondary enrolments, with an average of 81 girls enrolled in secondary schools for every 100 boys in 2008.

01041 Many of the children and adolescents in school suffer from the poor quality of education, often leading to disengagement and drop-out. The 2011 *EFA Global Monitoring Report* shows that adolescent girls, particularly in rural areas, are more likely to drop out of schools than boys.

01042 To address these issues, UNESCO will focus its attention on this sub-sector in supporting Member States to improve the quality, equity and inclusive nature of primary and secondary education. It will do so by:

- (a) **Enhancing the overall quality and relevance** of primary and secondary education through a holistic and multi-dimensional approach that includes aspects such as the improvement of learning processes, content, and assessment. The general education quality diagnosis/analysis framework developed by UNESCO will be pilot tested and further refined in order to support Member States to develop their own quality assurance processes. The Basic Education for Africa Programme (BEAP) will continue to enhance policy dialogue for reform of education in Africa for a minimum of 9 consecutive years of schooling;
- (b) **Improving learners' transition between different pathways**, sub-sectors and programmes through supporting reviews, studies and analysis – including on the transition from ECCE to primary; from primary to lower secondary; from lower secondary to upper secondary; from secondary to higher education; between general education, TVET and higher education; between formal and non-formal education; between public and private schools; and between urban and rural schools. UNESCO will support Member States in developing policy options for improved transition between levels and pathways, by drawing on studies and expert meetings' discussions, and preparing relevant country briefs and policy notes. Particular focus will be put on addressing the barriers to enrolment, retention, transition and learning acquisition,

including from a gender perspective, and on ensuring girls' and boys' full and equal access to and achievement in basic education of good quality;

- (c) **Advancing equity and inclusion** through supporting the development and renewal of policies and strategies in primary and secondary education, and the monitoring and review of their implementation. In this regard, particular attention will be paid to addressing the needs of girls and women, Africa, and poor and marginalized populations. UNESCO's action to ensure the right of Roma children – one of Europe's largest minorities – to quality education will be intensified.

01043

The activities will be implemented in close cooperation with key UNESCO partners such as IBE and UIS, but also external partners such as UNICEF, the World Bank, OECD, the Council of Europe, the European Commission and ADEA. ASPnet will continue to play a key role in enabling UNESCO to pilot its programmes and to reach out to the public at large.

Expected result 6: Primary and secondary education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries supported that have adopted measures to enhance the quality, relevance, and equity (including of gender) of their primary education systems 	– 10 countries
<ul style="list-style-type: none"> ■ Number of countries supported that have enhanced the quality, relevance and equity (including gender equity) of their secondary education systems 	– 10 countries

Higher education and research

01044

Higher education makes a unique and essential contribution to socio-economic development, by increasing the pool of high-level expertise and enhancing capacities for innovation. Yet many countries lack the infrastructure and capacities to make quality higher education available. In line with requests from many Member States to scale up its work in this area, UNESCO will use the framework provided by the Communiqué of the 2009 World Conference on Higher Education (WCHE) to address this challenge. It will support countries in expanding access to and improving the quality of higher education systems, ensuring that this latter is development-relevant and gender-balanced, through work in three major strategic areas:

- (a) Promotion of the policy debate on the diversification of higher education provision and financing sources – including issues such as world class universities, community colleges, private institutions and cross-border activity, as well as innovative modes of delivery supported by information and communication technologies (ICTs) – in order to respond to unmet demand for higher education, especially in Africa;
- (b) Development of Member States' capacity to assure the quality of diversified providers, including across borders. UNESCO will continue to support Member States' efforts to build quality assurance systems based on a spectrum of accountability tools. Special attention will be paid

to regional higher education reforms and the creation of regional higher education areas will underpin this activity, supported by UNESCO's conventions and recommendations on the recognition of qualifications. Awareness of the revised conventions for the recognition of qualifications in Africa and Asia and the Pacific will be raised in order to increase ratifications;

- (c) Promotion of access to quality teaching and learning materials, in particular through the effective use of open educational resources (OERs). A compendium of innovative methods for scaling up equitable access, which takes into account national development challenges, gender and inclusion will be prepared and disseminated to initiate national and global policy dialogue.

01045

In order to carry out these activities, UNESCO will intensify networking, dialogue and research in partnership with higher education stakeholders, including relevant UNESCO Chairs and UNITWIN networks and in close coordination with the Science Sector in the area of scientific research as well as with the United Nations University (UNU) and the University of Peace. Special attention will be paid to activities in Africa based on the Action Plan proposed by the WCHE, including for example the continued work of the UNESCO-ADEA Task Force, twinning between higher education institutions to benefit Africa through South-South cooperation and assistance to the creation of an African higher Education and Research Area in cooperation with West African Economic and Monetary Union and the African Union.

Expected result 7: Capacities in Member States strengthened to ensure more equitable access to quality higher education, including through innovative modes of provision

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries supported to scale-up equitable, gender-responsive access to quality higher education through innovative modes of provision 	<ul style="list-style-type: none"> – 10 countries
<ul style="list-style-type: none"> ■ Number of countries supported by UNESCO that have developed quality assurance systems through the UNESCO-World Bank Global Initiative for Quality Assurance Capacity (GIQAC) 	<ul style="list-style-type: none"> – 10% increase
<ul style="list-style-type: none"> ■ Global policy debates enriched through research based publications and networks 	<ul style="list-style-type: none"> – 1 compendium of publications on innovative methods for scaling up equitable access to development-response quality higher education – 2 global fora on key policy challenges in higher education – 2 UNITWIN networks initiated on global higher education research trends

Main line of action 3: Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence

01046 Quality education aims to foster socially-responsible, peaceful and democratic attitudes among children, young people and adults. Globalization and fast changing technological progress have posed new challenges for societies and education systems. Rapid evolution is requiring individual and communities to adapt to new social, economic, cultural, environmental and technological contexts; yet, in many cases, little empirical evidence is available to guide Member States in managing these change processes. Furthermore, formal and non-formal education are recognized as effective means of promoting social transformation. The challenge then, is dual: to promote more equitable and sustainable societies through education; and to respond adequately to and prepare for uncertainties and challenges that threaten the resilience and the quality of the delivery of education systems.

01047 Under Main line of action 3, UNESCO will therefore support its Member States to prepare comprehensive sector responses to complex contemporary challenges such as climate change and HIV & AIDS. In this regard, particular emphasis will be paid to education for sustainable development as well as for universally-shared values, citizenship, human rights, tolerance and non-discrimination, dialogue, reconciliation and peace. Major Programme I will apply an intersectoral approach to actions in this field, in particular by building on the work of the Organization conducted during the International Year for the Rapprochement of Cultures (2010) and the International Decade for a Culture of Peace and Non-violence for the Children of the World (2001-2010).

Education for sustainable development, in particular climate change education

01048 Meeting the needs of the present without compromising the ability of future generations to meet their own needs requires collective action. Education for Sustainable Development (ESD) equips individuals and communities with the principles, values and practices to build a more secure and peaceful future. It concerns all levels, settings and types of education, and must therefore be integrated throughout the education system. As lead agency for the UN Decade of Education for Sustainable Development (DESD, 2005-2014) and Task Manager for Chapter 36 of Agenda 21, UNESCO will continue to guide the global process to reorient education in support of sustainable development and strengthen Member States' capacities to integrate its principles into their education policies and programmes, also in the context of the 2012 UN Conference on Sustainable Development (Rio+20). Furthermore, recognizing that the education sector offers an untapped opportunity to combat climate change, it will use this latter as an entry point for promoting the concept of sustainable development through education.

01049 In 2012-2013, UNESCO's work in this area will be focused around the following components:

- (a) **Advocacy for and monitoring of the DESD.** In line with the Strategy for the Second Half of the DESD, this will include enhancing synergies with a number of education and development initiatives as well as strengthening partnerships; developing and strengthening capacities for ESD; building, sharing and applying ESD-related knowledge; and advocating for ESD as well as increasing awareness and understanding of sustainability. In particular, through intersectoral and inter-agency work, emphasis will be placed on enhancing communication, education and public awareness actions for biodiversity; as well as promoting ESD through North-South-South

and South-South cooperation. This will include preparing for the end-of-Decade conference to be held in 2014;

- (b) Provision of **policy advice on climate change education**. Mitigating and adapting to climate change requires the acquisition of new knowledge, skills and behaviours. Indeed, in many regions, varying weather conditions and climate-related shocks are making it harder to deliver quality education in safe learning environments. UNESCO will therefore develop national capacities to integrate climate-relevant components into national education plans. It will also work with its Member States to manage the impact of climate change on education systems – including through preparing countries to deliver comprehensive education sector responses to disasters. Particular attention will be paid to creating environmentally sustainable, safe and adaptive schools, including through disaster preparedness, response and recovery strategies. Due account will be given to regional specificities and priorities, paying particular attention to the challenges of countries facing increased disaster risks such as Small Island Developing States (SIDS) and African countries;
- (c) **Strengthening of climate change education in secondary school teacher education programmes, curricula and assessment**. The Organization will aim to enhance both content knowledge – including on the environment, climate change and scientific literacy, green technical and vocational education and training (TVET) and disaster risk reduction and preparedness – as well as critical thinking skills in order to equip learners with the requisite skills, knowledge and attitudes to deal with future uncertainties and challenges such as climate change.

01050

These activities will be undertaken through close cooperation with other UN agencies and key ESD stakeholders as well as with other UNESCO programmes.

Expected result 8: Capacities in Member States strengthened to integrate education for sustainable development, including climate change education, into educational policies, development plans and programmes

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries supported to develop policies, plans and programmes on climate change education for sustainable development 	– 10 countries
<ul style="list-style-type: none"> ■ Number of countries supported to address biodiversity and disaster preparedness issues through ESD in educational policies, development plans and programmes 	– 20 countries
<ul style="list-style-type: none"> ■ Number of teacher training institutions that have incorporated ESD modules and principles to promote innovative learning and teaching to address climate change, biodiversity and disaster preparedness 	– 20 teacher training institutions

HIV/AIDS and education

01051 Despite considerable progress in stabilizing the number of new HIV infections since the late 1990s, the number of new infections overall remain high, particularly among young people, and the number of people living with HIV worldwide has increased. The impacts of HIV and AIDS on education systems continue to be a major challenge. For example, the GMR estimates that HIV and AIDS account for 77% of the teacher shortage in countries with high HIV rates. Education is the key to reducing new infections, can also foster access to treatment and helps address stigma and discrimination. Effective education responses to HIV and AIDS are essential if countries are to make successful progress towards the EFA and Millennium Development Goals.

01052 UNESCO, in its role as a UNAIDS cosponsoring agency and as convening agency in the UNAIDS division of labour for ensuring good quality education for a more effective HIV response, will continue to expand its work to support comprehensive education sector responses to HIV and AIDS mainly using extrabudgetary resources provided by UNAIDS and other donors. In particular, UNESCO will:

- (a) move increasingly to situate its work in this field within a **broader framework of school health and education on sexuality and reproductive health and rights**, building on a development approach and expanded links to other relevant health promotion issues and recognizing the important interlinkages between the education and the health millennium development goals (MDGs);
- (b) through **EDUCAIDS**, 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 strengthen HIV prevention and mitigate the impact of AIDS; and
- (c) draw on established **best practices** and will further dialogue and support understanding around the role of education in national HIV responses through **expanding the evidence base, enhancing country capacity** to implement scaled-up and gender-responsive programmes, thus promoting the full and effective multisectoral engagement by countries within the framework of UNAIDS.

01053 These efforts will draw on existing partnerships and collaborations including with other Programme Sectors within UNESCO, the UNAIDS Inter-Agency Task Team (IATT) on Education, convened by UNESCO, the World Health Organization and partners supporting UNESCO’s work on sexuality education.

Expected result 9: Good quality comprehensive HIV and sexuality education delivered by Member States, promoting healthy lifestyles, gender equality and human rights

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries where HIV education is part of the curriculum in primary schools, secondary schools and teacher training (UNGASS indicator 2/NCPI Aii 2.1) 	<ul style="list-style-type: none"> – HIV education is part of the curriculum in primary schools, secondary schools and teacher training in at least 9 of the 17 countries that have the largest number of young people living with HIV

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Percentage of young women and men, aged 10-24 years, who correctly identify ways of preventing the sexual transmission of HIV and who reject major misconceptions about HIV transmission (UNGASS indicator 13) 	<ul style="list-style-type: none"> – <i>at least 80% of young people, aged 10-24, demonstrate desired levels of knowledge in at least 9 of the 17 countries that have the largest number of young people living with HIV</i>
<ul style="list-style-type: none"> ■ Number of countries with a multisectoral strategy that addresses HIV in the school setting (UNGASS indicator 2/NCPI Ai3) 	<ul style="list-style-type: none"> – <i>at least 60 countries have a multisectoral strategy that addresses HIV in the school setting</i>

Education for values, citizenship, human rights, tolerance, dialogue for reconciliation and peace

01054

Achieving quality education for all that responds to the social, economic, cultural and environmental dimensions of emerging challenges requires improvements to the quality and relevance of learning contents, processes and contexts. Education should encompass universal values such as peace, human rights, tolerance and democratic citizenship, empowering learners with the necessary knowledge and skills to face local and global challenges, and to become responsible citizens participating in the building of a just, peaceful and sustainable future. Moreover, since education, the sciences, culture and communication are the foundations of sustainable development, it is through a multidisciplinary approach that UNESCO can promote a culture of peace and non-violence that is closely linked to a new humanism and puts people at the core of development processes. Actions in this area under Major Programme I will therefore be carried out along the following:

- (a) Framed by the Recommendation concerning Education for International Understanding, Cooperation and Peace and Education Relating to Human Rights and Fundamental Freedoms (1974) and the World Programme for Human Rights Education (2005-ongoing), UNESCO will develop the concept of “education for global citizenship” and assist in **formulating and implementing policies, plans and programmes** to promote it. Education for **global citizenship** includes human rights education; education against discrimination; the role of history in promoting values education, intercultural and interfaith education; education for the prevention of atrocities; and education for inclusion of minorities (including linguistic and cultural minorities). For example, UNESCO will give particular emphasis to work on Roma children through sub-regional cooperation in Europe. Furthermore, it will continue its work for the prevention of **violence in schools**, including gender-based violence. The Associated Schools Project Network (ASPnet) and UNESCO Chairs will be proactive partners and important assets for UNESCO’s effort in promoting Education for Global Citizenship;
- (b) The promotion of Education for Global Citizenship will be carried out through the development and improvement of **tools and guidelines** to assist education personnel. ASPnet will serve as a field for testing. A monitoring and evaluation framework of the implementation of the guidelines and tools will be put in place. UNESCO will continue to provide policy advice and facilitate policy dialogue for national education authorities to assist them in the integration of Education for Global Citizenship. UNESCO will continue its efforts in enhancing advocacy for Education for Global Citizenship by public outreach through the website and other networking tools for improving partnerships and increasing e-twinning synergies;

- (c) New partnerships and cooperation will be set up with **teacher training** institutions and with structures responsible for training the police and civil servants for integrating Education for Global Citizenship in their programmes.

01055

Closer links will be made between ASPnet schools, communities and universities including UNESCO Chairs on human rights and intercultural education to enhance a policy-research-practice nexus. Cooperation with UN system organizations and other regional intergovernmental organizations will be further strengthened. Guidance and coordination for the ASPnet will continue to be provided through the implementation of the new ASPnet strategy and plan of action as well as the celebration of the 60th anniversary of the Network.

UNESCO Associated Schools Network (ASPnet)

UNESCO's Associated Schools Network (ASPnet) will celebrate its 60th anniversary in 2013. The network is one of the largest global networks of schools: a showcase of UNESCO's programmes and a powerful tool to achieve the Organization's priorities and increase its visibility. Ranging from pre-schools to teacher training institutions, its activities are by nature cross-cutting and intersectoral. Therefore, ASPnet will contribute broadly to different expected results of Major Programme I:

- (a) as part of MLA 1, UNESCO will draw on ASPnet to raise awareness of the priorities of the Major Programme 1, in particular with regard to teachers and skills development for the world of work. Using the established outreach and multiplier effect of ASPnet institutions, UNESCO will reinforce partnerships to promote access, quality and inclusion in education for greater impact;
- (b) under MLA 2, UNESCO will use ASPnet member institutions to identify, experiment, evaluate and report on innovative educational content and practices, and to take to scale good practices and disseminate them broadly;
- (c) under MLA 3, UNESCO will encourage ASPnet member institutions to implement school-based activities on education for values, citizenship, human rights, tolerance and dialogue for reconciliation and peace, as well as education for sustainable development (ESD) including climate change education and HIV/AIDS and education (especially through the celebration of international days, weeks, years and decades). ASPnet will identify good practices and promote knowledge sharing in educational responses to contemporary challenges. It will also be used as a catalyst for international cooperation by encouraging school twinning and regional and international partnerships;
- (d) within MLA 4, ASPnet will increase UNESCO's visibility and strengthen advocacy in favour of the EFA goals, for example through yearly celebrations of EFA Global Action Week and activities to promote girls' education. UNESCO will also take advantage of ASPnet's privileged outreach to educators and learners to identify emerging needs in education.

ASPnet will reinforce support to its network in Africa to assist in consolidating its educational responses to relevant issues and to promote its field experiences at the international level. It will further continue its intersectoral work and contribute to the expected results of other Major Programmes and the Intersectoral Platforms of a culture of peace and non-violence, Small Island Developing States (SIDS), and climate change.

Expected result 10: Education for global citizenship integrated into education policies, plans and programmes

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of countries having integrated global citizenship-related components in their national policies 	<ul style="list-style-type: none"> – 50 countries
<ul style="list-style-type: none"> Number of new educational institutions joining the ASPnet from underserved regions and their involvement in South-South and South/North twinning and partnership arrangements on education for values, citizenship, human rights, tolerance and peace 	<ul style="list-style-type: none"> – 20% increase of ASPnet member institutions in the regions currently underserved by the Network – 5 twinning arrangements
<ul style="list-style-type: none"> Number of countries actively using UNESCO advocacy tools and programmatic guidance on issues like school violence, gender-based cyber-bullying and attacks on education 	<ul style="list-style-type: none"> – 15 countries

Biennial sectoral priority 2: Strengthening global leadership in education

Main line of action 4: Reinforcing leadership for EFA through advocacy, partnerships and monitoring

01056

Despite great progress towards universal primary education, the world remains far from achieving the full set of EFA goals. With only four years until 2015, new impetus is needed to make sure that EFA remains on the world agenda despite the economic downturn and competing priorities. UNESCO, together with its partners, will make more visible efforts to put education high on the development agenda. Under Main line of action 4, UNESCO will actively strengthen EFA coordination and partnerships, and advocate for education for girls and women as a development imperative. Furthermore, it will guide the international community by monitoring the realization of the right to education and progress at the global, regional and national levels towards the achievement of the EFA goals. Finally, it will begin to develop a vision for education beyond 2015 in close cooperation with the international education community, and reinforce its research and foresight function as a true laboratory of ideas.

EFA coordination, advocacy and partnerships

01057

The Dakar Framework for Action stipulates that “UNESCO will continue its mandated role in coordinating EFA partners and maintaining their collaborative momentum”. This coordination encompasses four key functions: policy dialogue; monitoring; advocacy; and mobilization of funding. UNESCO will facilitate policy dialogue and knowledge generation on EFA between governments and with different partners in order to support the development and implementation of effective education policies and initiate global debates on EFA beyond 2015. It will continue to monitor EFA progress and make the results public. Furthermore, the Organization will increase the visibility of EFA and advocate more broadly for education, also by ensuring stronger linkages between EFA and the broader development agenda. It will mobilize financial resources for EFA and support capacity development

including through South-South Cooperation. Finally, it will map development partners' policy directions and activities to increase effective cooperation and avoid overlap.

01058

In line with the reform of the EFA coordination mechanism undertaken at the request of the EFA partners in Addis Ababa in February 2010, UNESCO will perform the above-mentioned functions through the following four key areas of action during the 2012-2013 biennium:

- (a) annual convening of a High-Level Forum as a major advocacy event to **mobilize international and national political commitment and resources for EFA**. The Forum will be informed by the Global Monitoring Report and by a global annual technical review meeting jointly organized with the EFA convening agencies and other partners. Furthermore, thematic or technical reviews and reports will examine progress towards all six EFA goals in light of data and analysis presented by UNESCO and by other institutions, including through the Global Monitoring Report;
- (b) further **development of strategic partnerships** with a range of actors and around various initiatives, such as the regular meetings among the five Heads of the EFA convening agencies, the EFA-Fast Track Initiative (EFA-FTI), the E-9 initiative, civil society networks, including the Collective Consultation of NGOs on EFA, parliamentarians and academia, the private sector, the Leading Group on Innovative Financing and the World Economic Forum;
- (c) increased **coordination** and improved flow of information will be fostered **between national, regional and global initiatives and networks for EFA** (including the Regional Project for Education in Latin American and the Caribbean (PRELAC), the Asia-Pacific Regional Thematic Working Group (TWG) on EFA and the Arab Technical Regional Working Group and thematic initiatives); and
- (d) ensuring stronger linkages between the EFA global coordination and the broader global coordination processes (such as the UN, G8 or G20), and striving to increase UNESCO's role in those processes and donor coordination frameworks, in order to **better position EFA on the broader political and development agenda**.

Expected result 11: Political and financial commitment mobilized towards achievement of the EFA goals

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of global and regional institutions and groups addressing at high level EFA issues (such as G8, G20, UNGA, African Union, ALECSO, ASEAN, EU, ISESCO, OEI) 	<ul style="list-style-type: none"> – 5 high-level meetings
<ul style="list-style-type: none"> ■ Increased funding for the EFA-Fast Track Initiative Trust Fund and accelerated release of funds 	<ul style="list-style-type: none"> – 10 % increased funding for the EFA-FTI Trust Fund – 4 additional countries assisted through FTI
<ul style="list-style-type: none"> ■ Increased support to EFA from non-traditional partners, including emerging donors, private sector, foundations and innovative financing sources 	<ul style="list-style-type: none"> – 5 new, non-traditional partners, including emerging donors, the private sector and, foundations, support EFA

Global advocacy and partnerships to promote education for girls and women

01059 Gender inequalities in education remain a major challenge for the successful achievement of EFA. Two thirds of the 796 million illiterate adults worldwide are women, while in many countries girls are still far less likely to complete full education cycles than boys – in particular if they come from poor families, rural areas, urban slums and ethnic and language minorities. Yet educating girls and women is a development imperative. Indeed, there is strong evidence of the importance of girls’ education not only for their own empowerment, but also in terms of the role they will play in the development of their families, communities and society. Investing in girls and women’s education contributes to progress across all the MDGs as it has a positive multiplier effect on a wide range of socio-economic development indicators including health, poverty alleviation and overall sustainable development.

01060 In the last two years of implementation of UNESCO’s Priority Gender Equality Action Plan (GEAP), the Organization will reinforce its actions to achieve the six stated outcomes (relating to literacy, teachers, secondary education, technical and vocational education and training, inclusive rights-based education sector plans and policies and education responses to HIV and AIDS [see Box on priority gender equality]). These actions will be implemented across all the main lines of action of Major Programme I. At the same time, in order to further scale up the coordination and visibility of and support for these actions, UNESCO will also actively strengthen multi-stakeholder partnerships and evidence-based advocacy for the education of women and girls:

- (a) In order to **strengthen multi-stakeholder partnerships**, UNESCO will work closely with established and new partners. Within the United Nations System, it will strengthen its links with and contribute technically to fora such as the United Nations Entity for Gender Equality, the Empowerment of Women (UN Women), the United Nations Girls’ Education Initiative (UNGEI), and the Inter-Agency Task Force on Adolescent Girls. Building on current successful partnerships with private companies such as Procter & Gamble, Nokia, Microsoft and the Packard Foundation, UNESCO will seek to actively expand its partnerships with the private sector and with philanthropic partners to strengthen programmatic and financial support for UNESCO’s work on education for girls and women; and
- (b) The Organization will **actively promote and advocate for the education of women and girls** and seek to give it visibility through high-level prominent events. It will also reach out to the public at large through mass media campaigns with its private partners and publications. It will facilitate the mainstreaming of education through UNESCO’s activities and increased awareness of the issue through the preparation of tools and guidelines.

Expected result 12: Global and national commitment to education for girls and women strengthened through advocacy and multi-stakeholder partnerships

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Increased support from multi-stakeholder partners to UNESCO activities on education for girls and women 	<ul style="list-style-type: none"> – 1 new major global partnership established – 1 partnership in each region established

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Increased awareness among the wider public on the importance of education of girls and women through high-profile events 	<ul style="list-style-type: none"> – 1 global event with prominent high-profile personalities – 3 roundtables in conjunction with celebration of UN Days – 2 on-line discussions on critical aspects of girls' and women's education

Monitoring EFA and the right to education

01061 Monitoring is a critical tool for measuring commitment and improving accountability. In 2012-2013, UNESCO will continue to monitor progress towards the six EFA goals and the implementation of the right to education, through the annual publication of the *EFA Global Monitoring Report* (GMR) and through the monitoring of the implementation of UNESCO's normative instruments on the right to education, and develop national capacities to reflect these instruments into national legislation and practice.

01062 The GMR will continue to draw on expertise from a wide range of sources: governments; academic institutions; civil society/NGOs; multilateral and bilateral agencies. For each annual exercise, the GMR team will commission a number of background papers and case studies from leading experts and research institutions. In addition, the GMR team will produce and disseminate a series of communication materials to accompany the main report. Through these activities, the GMR will aim to increase its outreach and policy impact, notably in the least developed countries. The GMR outreach strategy will seek not only to disseminate the Report's key messages, but also to influence the global policy debate and ultimately contribute to policy change. To achieve this, the Team will further capitalize on its partners and networks in order to create a multiplier effect.

01063 Within UNESCO's normative mandate and with a view to assisting Member States **in strengthening the foundations of the right to education in national legal systems**, in 2012-2013, UNESCO will continue to reinforce the links between normative instruments in education and their translation in national legislation and practice, contributing to EFA. In close cooperation with other UN agencies and the UN treaty bodies, and in particular with the UN Special Rapporteur on the Right to Education, UNESCO will concentrate its work around three areas of actions:

- (a) Support to policy developments oriented towards the enforcement of the right to education, in particular by analyzing its implications for policy formulation and long-term planning;
- (b) Monitoring of the effective enforcement of the right to education by reinforcing the review and comparative analysis of legal instruments and providing technical assistance for translating international obligations into national legislation. Awareness will be enhanced on key issues, with a focus on gender equality; and
- (c) Monitoring of the implementation of UNESCO normative instruments. In accordance with UNESCO's long-term plan for the monitoring of normative instruments, the Organization will in 2012-2013 report on the implementation of six instruments: the 1960 Convention and Recommendation against Discrimination in Education, the 1974 Recommendation concerning Education for International Understanding, Cooperation and Peace and Education relating to Human Rights and Fundamental Freedoms, the 1966 Recommendation concerning the Status of Teachers, the 1997 Recommendation concerning the Status of Higher-Education Teaching

Personnel and the 2001 Revised Recommendation concerning Technical and Vocational Education.

Expected result 13: Implementation of the right to education made more effective, including through mechanisms to monitor and promote it, with a view to reaching the EFA goals

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Number of new countries that have ratified ED-related standard-setting instruments	– 5 countries
■ Number of countries where national education policies and related legislation reflect the principles of the right to education	– 50 countries
■ Number of copies of the GMR disseminated in official languages and by region	– GMR reports disseminated: printed 16,000 and 48,000 electronically
■ Number of outreach activities and advocacy events organized for the GMR	– 70 per year

Knowledge sharing and foresight in education

01064 UNESCO’s role in advancing the reflection on contemporary education issues continues to be important. Indeed, such landmark references as the “Learning: The Treasure Within” (known as the Delors Report, 1996) continue to inspire thinking about the shape of education in the current global context. Building on the wealth of data, knowledge, expertise, and analytical capacity residing through its various sectors, specialised institutes, and international networks of researchers and practitioners, UNESCO has traditionally been called upon to provide insight and guidance for education policy development and practice in all regions of the world. There is a need to strengthen this function of international laboratory of ideas and to reaffirm UNESCO’s central role in the global education debate.

01065 The establishment of the Education Research and Foresight Team in the Education Sector is one response to this need to strengthen the capacity of UNESCO’s Education Sector as a platform that both mobilizes international research networks and contributes to the global policy research agenda through evidence-based dialogue. In 2012-2013, the Major Programme I will concentrate this work around two key thrusts of actions:

- (a) Conducting of **comparative studies on emerging trends and challenges** in education and development of education responses based on cutting-edge evidence-based research.
- (b) Provision of a **global platform for debate** on educational innovation and reform beyond 2015.

01066 These actions will be guided by three main principles: (1) intersectorality and interdisciplinarity based on the recognition that the “variety of sectoral expertise [within UNESCO] is a major asset at a time when interdisciplinarity is universally acknowledged as an essential tool for grappling with the complexities of the globalizing world as well as mobilizing and capturing pertinent knowledge”;¹ (2)

1 UNESCO Medium-Term Strategy (34 C/4): 2008-2013, p.13.

sector-wide and holistic vision of educational development based on an understanding that education policy must consider the interrelations between all formal and non formal subsystems and the way they relate to broader social policy; and (3) bridging education research, policy-making and practice for the improvement of the performance in terms of relevance and equity of education systems.

Expected result 14: Education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of comparative studies on emerging trends and challenges in global educational development conducted, published and disseminated 	<ul style="list-style-type: none"> – 6 issues of <i>Trends and Challenges in Education</i>
<ul style="list-style-type: none"> ■ Number of publications of international research colloquia /conferences which are jointly organized by UNESCO and international research partners 	<ul style="list-style-type: none"> – 4-6 international colloquia/seminar proceedings

UNESCO Category 1 institutes in education

UNESCO International Bureau of Education (IBE)

- 01101** The International Bureau of Education (IBE) is UNESCO's specialized institute for curriculum policies, processes, content and methods.
- 01102** Improving the quality of learning processes and outcomes can be realised through curriculum innovation and reform. The IBE contributes to the attainment of quality EFA by promoting the development of quality curricula, by building networks and communities of practice to share knowledge on and foster national capacities for curriculum innovation and development. The Institute aims to develop capacities for managing curriculum change and implementation, and to facilitate international dialogue on educational policies and practices.
- 01103** During the course of the 2012-2013 biennium, the IBE's strategy will aim towards making the Institute a 'Centre of Excellence in Curriculum'. The Institute will progressively expand the range and reach of its services in the areas of capacity development and technical assistance in curriculum design, knowledge production and management, and educational policy dialogue.
- 01104** The IBE's work will concentrate on:
- (a) capacity development in the field of curriculum design and development through regionally-based (also informed by comparative and international perspectives), long-term, intensive and recognized training courses (e.g. diploma course in curriculum);
 - (b) the strengthening of local capacities for curriculum innovation and reform through the development of learning tools and training modules, such as tools and modules on inclusive education, education for sustainable development and climate change, skills for life and work and learning to live together. The IBE learning material will be adapted to the existing needs and demands of Member States;
 - (c) targeted technical assistance at country level for the design and management of curriculum reform and implementation (e.g. curriculum frameworks and syllabuses, guidelines for teachers and learning materials, and assessment), prioritizing African and conflict-affected countries, as well as least developed countries, in cooperation with international development agencies and field offices;
 - (d) supporting and informing curriculum decision-makers, education specialists, networks of practitioners (e.g. IBE Community of Practice in Curriculum), researchers and academic networks through enhanced access to and dissemination of systematized resources (e.g. databases and online materials), analytical services and publications; and
 - (e) facilitating policy dialogue at the regional level in preparation for the forthcoming session of the International Conference on Education.
- 01105** The IBE will continue to support UNESCO's global priorities (Africa and Gender equality) and contribute, within its areas of expertise, to the intersectoral platforms (Promotion of a culture of peace and non-violence, climate change mitigation and adaptation, support to countries in post-conflict and

post-disaster situations, the fight against HIV and AIDS, and Priority Africa). Given the IBE's focus on curriculum as a key dimension of quality and inclusion, its contribution is cross-cutting to most of the Education Sector's MLAs and expected results. In particular, the IBE will contribute to the following expected results:

01106

Expected results at the end of the biennium:

MLA 1 – Expected result 1: National capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of personnel trained in quality curriculum change and management 	– 400
<ul style="list-style-type: none"> ■ Number of countries involved in capacity development activities 	– 30

MLA 1 – Expected result 3: National capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of teachers trained through learning tools and guidelines to support curriculum reform and implementation 	– 100

MLA 2 – expected result 6: Primary and secondary education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of specialists trained through recognized courses (“diploma”) in curriculum development 	– 30
<ul style="list-style-type: none"> ■ % of diploma awardees that have declared improving their practice on workplace 	– 75%
<ul style="list-style-type: none"> ■ Number of learning tools and training modules for curriculum innovation and reform developed/reviewed and disseminated 	– 5

MLA 3 – expected result 8: Capacities in Member States strengthened to integrate education for sustainable development, including climate change education, into educational policies, development plans and programmes

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Tools developed and used to support teachers, teacher trainers and curriculum developers to integrate ESD and climate change in the curricula of primary and secondary education 	– 2

MLA 3 – Expected result 9: Good quality comprehensive HIV and sexuality education delivered by Member States, promoting healthy lifestyles, gender equality and human rights

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of new documents and resources evaluated and included in UNESCO HIV and AIDS education clearinghouse 	– 200

MLA 4 – expected result 14: Education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ World Data on Education country profiles updated 	– 60 countries;
<ul style="list-style-type: none"> ■ Number of studies and publications in comparative education and curriculum disseminated 	– 12
<ul style="list-style-type: none"> ■ The journal Prospects widely disseminated and used 	– 200 Consortia, 5,000 academic and government institutions in 60 countries
<ul style="list-style-type: none"> ■ Number of regional and interregional exchanges on curriculum issues and policies through the IBE’s Community of Practice as well as other networks 	– 5

UNESCO International Institute for Educational Planning (IIEP)

01201 The International Institute for Educational Planning (IIEP) is specialized in capacity development in educational planning and management, with the aim to improve the effectiveness and efficiency of education systems, thereby supporting Member States to achieve the Millennium Development Goals (in particular MDGs 2 and 3) and Education for All (EFA) goals.

01202 At the heart of the IIEP's delivery approach is the belief that national institutions can be empowered if their capacities are built in a sustainable manner and if they operate within supportive structures. IIEP develops the competences of national partners through a range of delivery modes, including training, research, technical assistance and policy advice.

01203 The IIEP has a global remit but gives particular emphasis to countries furthest from achieving the MDGs and EFA goals, in particular African Member States, least developed countries and fragile states. The Institute operates within a network of partners, including Ministries of education, relevant institutions and bodies at the country level, and international development partners.

01204 In 2012-2013, the IIEP's work will contribute to the Education Sector's Main Lines of Action 1 and 4, and in particular to the achievement of expected result 1 relating to capacity development for sector-wide policy formulation and planning, and of expected result 14 relating to identification and dissemination of emerging trends in education. The Institute's work will be guided by the following orientations:

- (a) **deepen actions to improve planning and management at country level** by acting on the depth and scale of the Institute's training offer, and seeking to improve the gender distribution of IIEP trainees; implementing activities of sensitization and skills development targeting policy and decision-makers; providing specific technical assistance to countries; promoting and contributing to the development of national and/or regional training programmes; and strengthening partnerships and networking to support the sustainability of the results achieved;
- (b) **contribute to generating evidence to guide policy dialogue and formulation** through the dissemination of IIEP's research syntheses covering in particular the following issues: education quality, financing, governance and management of education (including higher education). Other research activities will include work on gender-sensitive educational planning, ethics in education and education in emergency. Special attention will be paid to using research findings to improve field work and training programmes. In this respect, the availability of research briefs, as well as tools stemming from research, will play an important function;
- (c) **contribute to policy dialogue and formulation** by improving knowledge management and dissemination, both in terms of content and access and using communication means, such as the media and selected education events, more strategically.

01205 The three orientations will allow IIEP to:

- (i) create a model for training and skills development which is more responsive to demand and needs, and financially sustainable allowing the Institute to further expand its training offer;

- (ii) target on-the-ground support to countries furthest from achieving the MDGs and EFA goals, with a view to drawing on and developing national capacities and alignment with the interventions of other development actors; and
- (iii) disseminate policy-oriented information and knowledge stemming from the Institute's research programmes, and increase the visibility and usability of IIEP's knowledge base.

01206

Expected results at the end of the biennium:

MLA 1 – expected result 1: National capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies

IIEP's related expected results:

- (1) Education planners and managers have the knowledge and skills to perform their tasks

<i>Performance Indicators</i>	<i>Benchmarks</i>
■ Number of persons trained	– 1,600
■ % of women planners and managers trained through the Advanced Training Programme (ATP) and the Specialized Course Programme (SCP)	– 50%
■ % African countries reached through the ATP and the SCP	– 50%
■ % beneficiaries having received IIEP training declaring positive effect of training on workplace performance	– 98.9%
■ % supervisors of IIEP trainees declaring noticeable improvement in performance	– 70%

- (2) IIEP-related networks and peer networks facilitate knowledge-sharing and capacity development

<i>Performance Indicators</i>	<i>Benchmarks</i>
■ Number of dissemination activities to which IIEP-related networks contribute	– RedEtis: 5 – SACMEQ: 3
■ Monthly unique visitors to IIEP-related network websites	– RedEtis website: 6,000 – SACMEQ website: 10,000

MLA 4 – expected result 14: Education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education

IIEP’s related expected result:

Education managers and planners are accessing and using research findings and IIEP resources

<i>Performance Indicators</i>	<i>Benchmarks</i>
■ Number of publications	– 8 newsletters, 4 UNESCO publications, 15 working documents in print and electronic forms
■ Monthly unique visitors to IIEP website	– 22,000
■ Monthly unique visitors to IIEP web-based databases	– Planipolis: 49,000 – SITEALk: 13,000 – RedEtis: 6,000
■ Number of IIEP contributions/papers that inform policy-dialogue meetings and conferences	– 20
■ % of IIEP book-length publications being reviewed in journals	– 30%

UNESCO Institute for Lifelong Learning (UIL)

01301 As UNESCO's resource centre for lifelong learning with a focus on literacy, adult education and non-formal education, UNESCO's Institute for Lifelong Learning (UIL) aims to make lifelong learning for all, in all forms – including non-formal and informal learning – become a reality across ages. It promotes adult education and learning within a lifelong learning perspective and within the Belém Framework for Action.

01302 UIL supports Member States in developing their capacities for an integrated approach to education systems and provision for lifelong learning for all, with a focus on literacy, basic and continuing adult education, and alternative learning approaches – especially for disadvantaged and marginalized groups.

01303 During the 2012-2013 biennium, activities will be undertaken along two strategic axes:

- horizontal: developing and strengthening an integrated concept of lifelong learning for the further development of inclusive education systems and provision of lifelong learning opportunities in Member States and in pursuance of the Belém Framework for Action and the CONFINTEA VI follow-up; and
- vertical: streamlining lifelong learning throughout the different sectors, and through all sub-sectors of the education system, with special emphasis on alternative learning and delivery modes beyond the formal education system in the areas of literacy, adult learning and non-formal education.

01304 The Institute's strategy will be implemented through a variety of modalities, with special emphasis on:

- (i) **capacity development** of decision-makers and education personnel to formulate integrated lifelong learning policies and support effective governance and genuinely holistic sector-wide systems that integrate alternative learning and delivery modes;
- (ii) **policy-driven research** on specific issues such as: (a) measuring literacy and non-formal education learning outcomes; (b) advocacy for systems of recognition, validation and accreditation of non-formal and informal learning; and (c) supporting multilingual education and intergenerational approaches;
- (iii) **advocacy** for lifelong learning as a response to current challenges, e.g. climate change, HIV/AIDS, conflict resolution, gender equality;
- (iv) **promotion of global literacy** and the Literacy Initiative for Empowerment (LIFE);
- (v) **reinforcing networks** of policy-makers, experts and practitioners and promoting North-South-South and South-South cooperation; and
- (vi) knowledge management and dissemination on related issues to facilitate informed decision-making.

01305 In order to support the development of lifelong learning policies and systems, UIL will prepare guidelines and instruments for policy formulation and effective mechanisms for recognition, validation and accreditation of non-formal and informal learning. The Institute will also strengthen national capacities to plan, implement, manage and scale-up high quality literacy programmes to achieve national and global literacy goals. In the context of the CONFINTEA VI follow-up and its

global monitoring, UIL will pursue its support to gender-responsive provision of adult learning and education by strengthening capacities for sector-wide policy, quality programme delivery, improved governance, increased participation, financing and partnership-building.

01306 UIL will accord priority to African Member States and support capacity development of governments and civil society in its areas of expertise, with the aim to accelerate progress towards the EFA goals.

01307 UIL will further ensure that gender equality principles are guiding its strategic actions. In 2012-2013, the Institute will thus contribute to Major Programme I by: 1) contributing to the achievement of expected results 1 and 2, under MLA 1, and expected results 13 and 14 under MLA 4; and 2) contributing to action under MLA 2 with regard to lifelong learning as a key to effective and inclusive education systems, and to action under MLA 3 with regard to lifelong learning as a means to address contemporary challenges.

01308 **Expected results at the end of the biennium:**

MLA 1 – expected result 1: National capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies

<i>Performance Indicator</i>
<ul style="list-style-type: none"> ■ Number of personnel trained in policy analysis and design, planning, management, monitoring and evaluation in adult education and learning
<ul style="list-style-type: none"> ■ Number of interventions to provide technical assistance in advancement of lifelong learning through policy analysis and review, and through effective instruments for monitoring and evaluation.
<ul style="list-style-type: none"> ■ Number of support activities for the development or review of national lifelong learning qualifications frameworks or similar mechanisms
<ul style="list-style-type: none"> ■ Belém Framework for Action followed up, implemented and monitored in Member States

MLA 1 – expected result 2: National capacities strengthened to plan, manage and scale up gender-sensitive, quality literacy and non-formal education policies and programmes

<i>Performance Indicator</i>
<ul style="list-style-type: none"> ■ Number of personnel trained to prepare, implement, manage and evaluate quality literacy programmes that are integrated in nature and able to reach large numbers of adult learners
<ul style="list-style-type: none"> ■ Number of countries supported in developing and implementing frameworks or equivalency mechanisms that allow for recognition, validation and accreditation of non-formal or informal learning
<ul style="list-style-type: none"> ■ Number of partners mobilized for the acceleration of literacy efforts within the frameworks of UNLD, LIFE, EFA, Belém Framework for Action and at national, regional and global levels

MLA 4 – expected result 13: Implementation of the right to education made more effective, including through mechanisms to monitor and promote it, with a view to reaching the EFA goals

Performance Indicator

- Number of countries where regulations reflecting the principles and recommendations of the Belém Framework for Action and/or the Nairobi Recommendation on the Development of Adult Education have been adopted and enforced

MLA 4 – expected result 14: Education stakeholders informed through evidence-based research and studies on emerging trends and challenges in education

Performance Indicator

- Series of publications on concepts and practice examples of lifelong learning produced and disseminated
- Comparative studies on contemporary and emerging trends and issues in global educational development conducted, published and disseminated
- Substantive contributions made by UIL to the further development of lifelong learning concepts at international research seminars/conferences
- Global Report on Adult Learning and Education produced and broadly disseminated

UNESCO Institute for Information Technologies in Education (IITE)

01401 As UNESCO's specialized resource centre and provider of technical support and expertise in the area of information and communication technologies (ICTs) usage in education, the IITE, within its status and functions, supports bridging the digital divide in education and building inclusive knowledge societies by reinforcing national capacities in promoting e-environments for increasing access to education and lifelong learning, facilitating policy dialogue, and initiating development of national strategies on the application of ICTs in education.

01402 In line with UNESCO's priorities and strategic programme objectives for 2008–2013, as set in its Medium-Term Strategy (34 C/4), the IITE will continue to support Member States in the area of ICTs in education, particularly in evidence-based policy development and implementation, teacher training and increasing access to education for all by means of ICTs.

01403 In 2012–2013, the IITE will contribute directly to MLA 1, and indirectly influence progress towards the achievement of the expected results of the other MLAs. The Institute will consolidate its efforts around two main modes of intervention: supporting policy research, advocacy and dialogue on ICT usage in education; and developing capacities in Member States on ICTs in education. The priority areas of work will include:

- (1) strengthening the knowledge and skills of policy-makers and educational professionals on ICTs in education through policy dialogue, high-level policy advice, improving access and exchange of information on ICTs in education;
- (2) developing and implementing advanced online/offline training courses and programmes for educators on ICT in Education, including an International Advanced Training Programme (at master level) on ICT applications in teachers' professional development. The Institute will provide further impetus for gender and ICT initiatives for the empowerment of women, especially women teachers;
- (3) fostering ICT-enhanced learning through knowledge sharing, Open Educational Resources (OER), networking and cooperation; and
- (4) reinforcing and updating UNESCO Chairs' network operating in the field of ICTs in education and teacher training, as well as the network of UNESCO Associated Schools working in this field.

01404 The IITE's programmes and activities will cover relevant issues of ICT application at all stages and in all forms of education – from early childhood to higher education. It will continue to develop policy briefs, analytical surveys and training materials for educators and top educational managers. The IITE will also prepare a high-level training module on national policy for ICTs in education for policy-makers and top managers. It will continue to support Member States in using ICTs for inclusive education, with the aim of expanding the learning opportunities to excluded groups of children. Acting as a clearinghouse, the IITE will expand its publication activities and prepare and disseminate educational materials, handbooks and toolkits in the field of open educational resources (OERs), teacher training in pre-school, primary and higher education, and research findings in the field of new learning ICT-enhanced methodologies.

Expected results at the end of the biennium:

MLA 1 – Expected result 1: National capacities strengthened for policy formulation and planning focusing on quality and gender equality issues, and drawing on information and communication technologies

IITE's related expected result:

- (1) National capacities strengthened in the formulation and implementation of evidence-based policies for promoting equitable access to quality education for all by means of ICTs

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of high-level decision-makers, top educational managers and experts trained 	– 20 <i>high-level decision makers</i>
<ul style="list-style-type: none"> ■ Number of countries benefiting from targeted assistance in integrating ICT policies and strategies into national education policy 	– 5 <i>countries</i>
<ul style="list-style-type: none"> ■ Number of educational programmes targeted at promoting ICTs in the Africa region 	– 5 <i>programmes</i>
<ul style="list-style-type: none"> ■ Number of countries actively using UNESCO advocacy tools and programmatic guidance on issues like gender-based ICT policies 	– 15 <i>countries</i>

MLA 1 – Expected result 3: National capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues

- (2) IITE's related expected result: National capacities strengthened in teacher professional development on ICTs and the promotion of OER networks

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries implementing ICT-enhanced approaches to teacher training programmes 	– 5 <i>countries</i>
<ul style="list-style-type: none"> ■ Number of curriculum and training materials developed 	– 10 <i>set of training materials</i>
<ul style="list-style-type: none"> ■ Number of pre-service and in-service teachers trained under the International Advanced Training Course / Master Programme in the field of ICT for teachers, implemented in partnership with leading pedagogical universities 	– 30 <i>teachers</i>
<ul style="list-style-type: none"> ■ Number of countries and institutions developed an OER in the national language(s) 	– 5 <i>countries</i>

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

01501 The activities proposed for the period of 2012-2013 are aligned to UNESCO’s Medium-Term Strategy (2008-2013) and IICBA’s Strategic Plan (2011-2015). The Institute will continue to provide support to African Member States to achieve the EFA goals and the MDGs’ education, while aligning activities to the African Union’s Second Decade of Education for Africa Action Plan (2006-2015) and within the framework of the UNESCO Teacher Training Initiative for Sub-Saharan Africa (TTISSA) (2006-2015).

01502 IICBA will continue to support African countries in post-conflict and disaster situations, concentrating its efforts to help avoid the recurrence of conflicts and to ensure recovery and reconstruction. In the area of gender, IICBA’s gender mainstreaming strategy ensures that women and men benefit equally from programme and policy support.

01503 IICBA’s activities will specifically contribute to the achievement of expected result 2 under MLA 1, through: (a) supporting teacher policy development; (b) capacity development of teacher training institutions; and (c) advocacy.

01504 In the area of teacher policy, IICBA will help strengthen the capacity of Member States to develop and implement policies by using the TTISSA Methodological Guide; analyze teacher education curriculum and development of qualifications framework; bridge gender gaps in teacher policy development and implementation; and train teacher trainers at all levels in innovative teacher development.

01505 Capacity building of teacher education institutions (TEIs) will focus on management and quality assurance, including development of ICT-enhanced teacher standards, designing ICTs in education strategies; development of ICT and Open and Distance Learning (ODL) and online certificate training programmes in teacher development.

01506 Advocacy will be based on research in: teacher policy development and implementation, assessment of teacher education policies and programmes from a gender perspective, development of teachers for early childhood care and education, effectiveness of alternative teacher training programmes, and science, mathematics and technology education (SMTE). It will be implemented through regular publications and dissemination of research outputs through newsletters, a “Series on Fundamentals of Teacher Education Development”, policy briefs and technical papers, as well as through policy dialogues, seminars and conferences.

01507 **Expected result at the end of the biennium:**

MLA I - expected result 3: National capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues

<i>Performance Indicators</i>
<ul style="list-style-type: none"> ■ Number of Member States supported by IICBA that have developed a comprehensive teacher policy that addresses issues of gender, recruitment, training, deployment, career development, welfare, discharge from duty and retirement of teachers;

Performance Indicators

- Number of Member States supported by IICBA that have strengthened their capacity in the management of teacher education institutions (TEIs);
- Number of Member States supported by IICBA that have developed competency-based curriculum and qualifications framework;
- Number of Member States that have promoted the use of pedagogy-based ICT and ODL to support teacher development and management;
- Number of publications and policy dialogues on teacher issues through advocacy and partnership

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

01601 IESALC will cooperate with Member States, higher education institutions, non-governmental entities and other UNESCO units to promote the development and expansion of higher education in Latin America and the Caribbean with the aim of increasing its quality and relevance while ensuring equity, inclusion and respect for diversity. The Institute will anchor higher education within society in general and within the educational system as a whole, emphasizing its commitment to sustainable human and social development, the achievement of quality education for all (EFA), and the strengthening of the connection with scientific research, innovation and technological development through education.

01602 IESALC will work towards fulfilling its threefold mission as:

- (a) a study and reflection centre on the dynamics, processes and trends of higher education in Latin America and the Caribbean, and the challenges it faces, by acting as a reference centre and laboratory of ideas, actively helping to lay out public policies and institutional reforms, identifying problems, designing strategies, and creating spaces for dialogue and dissemination of information;
- (b) a space for interaction, discussion and generation of public debate and as a technical support agency. It will foster cooperation between specialists, governmental and institutional leaders and other social actors, the exchange of ideas and experiences, the identification of common criteria, and the strengthening of national and regional capacities, while systemizing and sharing information on key subjects on higher education in the region;
- (c) a catalyst for cooperation initiatives and networking in the region, by contributing to the building of spaces of cooperation, favouring joint actions and the sharing of resources between the different national and international agencies relevant to higher education, and encouraging and supporting innovative projects.

01603 IESALC will contribute to the configuration and integration of an academic space for Latin America and the Caribbean in order to strengthen academic mobility and cooperative research, foster improved quality and relevance of higher education in the region, and contribute to scientific and technological development through education as well as a culture of innovation, by undertaking the following three areas of work:

- (i) provide a regional platform for intellectual leadership on higher education innovation and reform, and assess major trends and innovations in higher education through the mapping of tertiary systems aimed at diagnosing, anticipating and responding to emerging trends and needs in higher education in the region;
- (ii) provide technical assistance to Member States and institutions to strengthen their capacities linked to the formulation, planning, implementation and monitoring of public policies in the field of higher education, and to improve their management, monitoring and evaluation capacities for promoting scientific and technological development through education and towards the realization of the actions set out in the Communiqué of World Conference on Higher Education (WCHE);

- (iii) promote inter-regional cooperation among governments of the region, non-governmental, regional and sub-regional networks, national associations and councils of higher education institutions, aimed at ensuring a more concerted and effective cooperation and building a coalition of regional partners to support and enrich the Institute's interventions.

01604

Expected results at the end of the biennium:

MLA 2 – expected result 7: Capacities in Member States strengthened to ensure more equitable access to quality higher education, including through innovative modes of provision

IESALC's related expected results:

- (1) National capacities strengthened in sector-wide policy making (analysis, formulation and assessment), planning and management

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of Member States who benefitted from the development of nationwide key indicators on their HE trends and dynamics 	<ul style="list-style-type: none"> – 15 Member States – a web-based information system built to map Latin American and Caribbean Tertiary Education Systems (MESALC) and tested by some 200 higher education institutions
<ul style="list-style-type: none"> ■ Networking coordination reinforced and operationalized particularly in the construction of the LAC Academic Space (ENLACES) 	<ul style="list-style-type: none"> – about 60 university networks, Council of Rectors and other HE actors have contributed in the construction of ENLACES – about 100,000 visits have registered the ENLACES Virtual Portal
<ul style="list-style-type: none"> ■ The functioning of regional HE Observatories strengthened to better serve Member States 	<ul style="list-style-type: none"> – 25% increase of visitors in IESALC's website

- (2) Capacities of Member States and university systems in higher education in Latin America and the Caribbean supported and strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries supported in policy review, policy advice, plan preparation and quality assurance 	<ul style="list-style-type: none"> – 33 countries supported through technical assistance
<ul style="list-style-type: none"> ■ Number of existing national and regional accreditation agencies supported 	<ul style="list-style-type: none"> – at least 10 national and regional existing accreditation agencies supported
<ul style="list-style-type: none"> ■ Number of HEI having initiated the regional management course designed for the upper university authorities 	<ul style="list-style-type: none"> – 20 HEI started the training for improving managerial skills within university environments

- (3) Inter-regional cooperation around a common Latin America and Caribbean space of knowledge in higher education fostered

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of HEI involved in networking among themselves through the Latin America and Caribbean HE Area (ENLACES) 	<ul style="list-style-type: none"> – 200 HEI expected to have developed cooperation networking liaisons among themselves
<ul style="list-style-type: none"> ■ Convergence of national legislative frameworks developed for the recognition of HE studies, degrees and diplomas in LAC 	<ul style="list-style-type: none"> – 1 regional position paper signed before the end of the biennium – 5 countries facilitating mobility among HE students through national reforms introduced in legislative frameworks

MP II

Natural sciences

Major Programme II

SC 1

Regular Budget								
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$	\$	\$
Activities	20 499 600	-	20 499 600	639 500	669 700	21 808 800	(1 713 900)	20 094 900
Staff	38 574 400	(195 000)	38 379 400	1 774 700	1 065 200	41 219 300	-	41 219 300
Total, Major Programme II	59 074 000	(195 000)	58 879 000	2 414 200	1 734 900	63 028 100	(1 713 900)	61 314 200

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)" under Technical Note and Annexes.

Main Line of Action		Regular Budget		TOTAL 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
		Activities	Staff		
		\$	\$	\$	\$
MLA 1	Promoting STI policies and access to knowledge	2 116 100	5 266 500	7 382 600	8 378 600
MLA 2	Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy	2 286 000	6 218 300	8 504 300	2 118 700
MLA 3	Mobilizing broad-based participation in STI	885 500	2 304 800	3 190 300	11 301 600
MLA 4	UNESCO Intergovernmental Oceanographic Commission (IOC): Strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States	3 654 500	7 112 600	10 767 100	13 985 700
MLA 5	Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)	5 924 600	7 334 000	13 258 600	8 043 900
MLA 6	Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)	3 265 500	10 908 300	14 173 800	5 403 500
MLA 7	Natural disaster risk reduction and mitigation	947 700	2 074 800	3 022 500	724 600
UNESCO Science institutes					
	UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	85 000 000
	The International Centre for Theoretical Physics (ICTP) ⁽²⁾	1 015 000	-	1 015 000	69 198 300
Total, Major Programme II		20 094 900	41 219 300	61 314 200	204 154 900

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

⁽²⁾ The amount for ICTP represents the financial allocation from the regular budget and might be used for financing activities and/or staff.

Distribution of resources

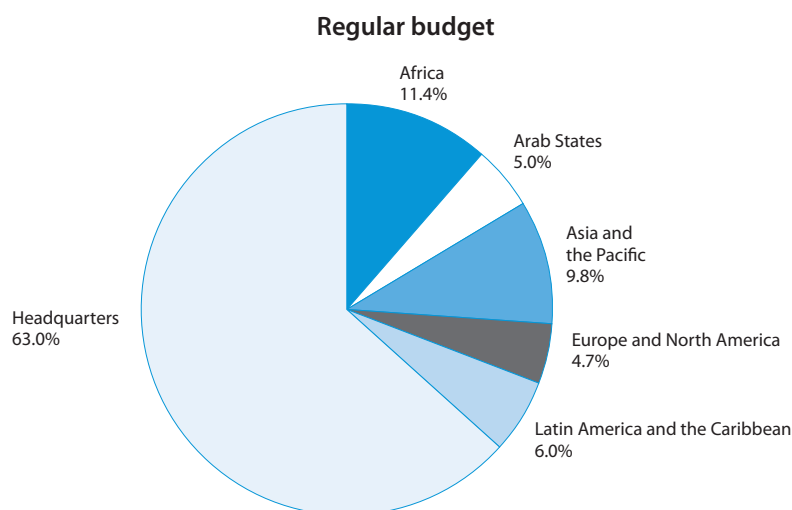
Total resources (staff and activities)



Decentralization of budget and established posts by implementing region								
Implementing Region / Headquarters	36 C/5 Proposed						Total	
	Activities		Staff					
	\$	Weight	\$	Weight	Posts ⁽¹⁾	\$	Weight	
Africa	2 584 100	12.9%	4 395 900	10.7%	16	6 980 000	11.4%	
Arab States	1 314 100	6.5%	1 775 200	4.3%	7	3 089 300	5.0%	
Asia and the Pacific	1 984 300	9.9%	4 035 200	9.8%	16	6 019 500	9.8%	
Europe and North America	621 700	3.1%	2 268 900	5.5%	7	2 890 600	4.7%	
Latin America and the Caribbean	1 614 000	8.0%	2 076 800	5.0%	7	3 690 800	6.0%	
Total, Field	8 118 200	40.4%	14 552 000	35.3%	53	22 670 200	37.0%	
Headquarters	11 976 700	59.6%	26 667 300	64.7%	117	38 644 000	63.0%	
TOTAL (Headquarters + Field)	20 094 900	100.0%	41 219 300	100.0%	170	61 314 200	100.0%	

⁽¹⁾ In addition to the posts funded from the regular budget, 3 posts are funded from the PSC income.

Distribution of resources by Region and Headquarters



General comments

The Natural Sciences Sector has set aside 10% of its activities budget (excluding Category 1 Institutes) to contribute to the six Intersectoral Platforms. IOC will participate fully in the implementation of relevant IPs; however, and unless the General Conference decides otherwise, the IOC financial contribution will remain within IOC and not be pooled with the contributions recorded under Part II.A “Intersectoral Platforms”. The remaining 36 C/5 proposed envelope has been assigned to manage the specific objectives and modalities of seven MLAs, including MLA 3 designed to reinforce the dissemination and popularization of sciences.

The above chart shows the decentralization situation of the total budget of the Sector. With regards to the activities budget only, the decentralization rate has increased from 39.0% in the 35 C/5 to 40.4% in the proposed 36 C/5. In particular, efforts were made to increase the decentralization of the Sector’s activities funds (including IOC) to the Africa region from 11.3% in the 35 C/5 to 12.9% in the 36 C/5. If IOC’s activity budget were excluded (being more global in nature) Major Programme II’s rate of decentralization to the Africa region increases from 12.9% to 14.1% in the 36 C/5. Asia received the second largest level of total decentralized activities (including IOC) with 9.9%, followed by Latin America and the Caribbean with 8.0%, Arab States with 6.5% and Europe and North America with 3.1%.

MP II benefits from 170 established posts funded from the regular budget and 3 posts funded from the PSC income. The reinforcement of the Sector’s presence on PCPD activities to ensure the follow-up of various activities initiated with the United Nations and other Donors can be noted, in particular through the creation of a NPO post in Pakistan in response to the 2010 crisis.

Major Programme II

Natural sciences

Reinforcing impact in 2012-2013

02001 Overall, the strategic priorities of Major Programme II (MP II) will emphasize its responsibility to:

- Focus on scientific issues of global impact which require large-scale multinational collaborations, as they cannot be effectively addressed by any one nation alone, e.g., the health of the oceans, and climate change;
- Focus on areas where UNESCO can realize the broader goal of “science for peace”, e.g., efforts in transboundary aquifers, SESAME, etc.; and
- More effectively realize the fundamental aim to assist Member States in meeting their own goals for strengthening science, technology and innovation (STI) ecosystems in service to society, with the ultimate objectives of:
 - poverty eradication and sustainable development, and
 - finding low-cost, effective and accessible solutions to pressing social challenges such as access to clean water, energy and other basic needs.

What is new about this re-formulation of Major Programme II's work?

02002 First and most importantly, it promotes greater cooperation between existing units; almost all of the Main Lines of Actions (MLAs) will be worked on by teams, including, as appropriate, scientists from multiple divisions and units. This re-formulation was made possible by an extensive evaluation of existing efforts to identify cross-cutting themes and activities across units.

02003 Secondly, the MLAs have been structured to promote a higher level of accountability than had previously been evident. Each MLA will be led by an individual who will have responsibility for assuring that the most effective set of people from throughout the sector will have the opportunity to participate.

02004 Thirdly, areas are identified where greater attention is needed, and where UNESCO has comparative strategic advantages. MP II will be placing greater attention on the broad areas of natural disasters, especially floods and droughts. In terms of institutional capacity building, the Programme will enhance its focus on strengthening higher education in science and engineering, as higher education systems worldwide are at the heart of healthy STI ecosystems. MP II is further enhancing its commitment to priorities Africa and gender equity through both regular programme and extrabudgetary funding. It will also be enhancing its efforts in biodiversity, a theme

which cuts across all divisions, and which has been prioritized by the Director-General. MP II is also strengthening its focus on programmes which address the mobilization of society for greater participation in science, and which explicitly address the potential of science to contribute to peace and understanding between peoples.

02005

Lastly, the new plan places focus on enhancing engagement in working with other UN agencies and with other external partners. For example, MP II will collaborate with the Secretariat of the Convention on Biological Diversity and UNEP on biodiversity-related issues, including the future Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES); with multiple partners including GEF on REDD+ and transboundary water issues; and WMO, UNDP and others on natural disasters. This enhanced engagement in One UN processes is inherently coupled to a greater engagement in the field and strengthening intellectual leadership roles of Field Offices.

02006

This framework incorporates two overarching strategic umbrellas, specifically:

- strengthening science, technology and innovation (STI) ecosystems, and
- mobilising international science communities to address pressing challenges that cannot be addressed by any one nation alone, such as those related to the oceans, freshwater systems, biodiversity loss and climate change.

02007

Biennial sectoral priorities for 2012-2013

Biennial sectoral priority 1:

Biennial sectoral priority 1: Strengthening science, technology, and innovation (STI) systems and policies for sustainable development, poverty eradication, and a culture of peace and non-violence

Biennial sectoral priority 2:

Mobilizing science for the sustainable use of natural resources, renewable energy and energy efficiency, and for natural disaster reduction and mitigation

Internationally agreed development goals and commitments

UN Decade on Biodiversity (2011-2020)

UN Decade for Deserts and the Fight against Desertification (2010-2020)

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

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

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

2005 World Summit Outcome document

Agenda 21 of the United Nations Conference on Environment and Development (1992)

United Nations Framework Convention on Climate Change (1992)

Convention on Biological Diversity (1992)

United Nations Convention to Combat Desertification (1992)

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

United Nations Conference on Sustainable Development process

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

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

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)

02008

Science has shaped modern societies and the understanding of our place in the cosmos. Science and technology (S&T) form essential pillars in the efforts towards sustainable development, poverty eradication and the MDGs as a whole. Major Programme II (MP II) has important roles to play in mobilizing the international scientific community to effectively address the challenges facing humankind, and in building capacity for science, technology and innovation (STI). UNESCO's special mission is to provide the 'human face' of science.

02009

MP II plans to bring the Medium-Term Strategy for 2008-2013 to a close through a strategic framework designed to maximize both effectiveness and accountability. To that end, MP II will: maintain support for efforts that have proven successful in meeting the needs of Member States and for which UNESCO enjoys comparative advantage; identify areas where UNESCO is poised to add significant extra value through re-organization of efforts within existing resources; enhance its effectiveness in working with

other UN agencies in the context of UN country teams; increase leadership roles and responsibilities of field offices, and improve coordination between Headquarters and the field; achieve more effective integration of work among the various units in MP II, as well as with other MPs at UNESCO; strengthen external partnerships, including with industry, UNESCO chairs and NGOs; step up work in favor of Africa and gender equality; increase the visibility of work; and focus science efforts to contribute more effectively towards UNESCO's broader goal of building a culture of peace.

02010 This strategic framework is structured under two overarching themes, (i) strengthening STI ecosystems, and (ii) mobilizing international science communities to address pressing challenges that cannot be addressed by any one nation alone, such as those related to the oceans, freshwater systems, biodiversity, climate change. These themes are incorporated into two biennial sectoral priorities (BSP), each of which is supported by several main lines of action (MLAs).

02011 The new strategic plan promotes greater cooperation between existing units. Almost all of the MLAs will be worked on by teams including as appropriate scientists from multiple divisions and units. This was made possible by an extensive evaluation of existing efforts to identify cross-cutting themes and activities across units. Secondly, the MLAs have been structured to promote a higher level of accountability than had previously been evident. Each MLA will be led by an individual who will have responsibility for assuring that the most effective set of staff from throughout UNESCO will have the opportunity to participate. Thirdly, areas are identified where greater attention is needed, and where UNESCO has comparative strategic advantages. Greater attention will be placed on the broad areas of natural disasters, especially floods and droughts. In terms of institutional capacity-building, focus will be on strengthening higher education in science and engineering, as higher education systems worldwide are at the heart of healthy STI ecosystems. MP II will also strengthen its focus on programmes which address the mobilization of society for greater participation in science, and which explicitly address the potential of science to contribute to peace. Lastly, the new plan will enhance UNESCO's engagement in working with other UN agencies and external partners; which in turn will increase UNESCO's presence in UN country teams and contribute to a stronger science-driven intellectual leadership roles of Field Offices.

02012 Major Programme II's first BSP, *Strengthening science, technology, and innovation (STI) systems and policies for sustainable development*, poverty eradication, and a culture of peace and non-violence, fosters a culture of science that empowers people in the pursuit of sustainable development, promoting the creation of fundamental knowledge about matter and energy and how that knowledge is brought to the attention of decision-makers and incorporated into policy.

02013 MP II will work with Member States to develop, implement, review, and assess STI policies, systems and programmes, and support the generation and dissemination of knowledge and experience necessary for the development of appropriate policies. The necessary participation among different stakeholders will be strengthened to build meaningful dialogue and collaboration with other knowledge systems, and foster institution building. The empowerment of women in setting the science and engineering agenda will be given particular relevance during the biennium. In the basic sciences and engineering new research priorities are emerging, as awareness grows of the need for sustainability and green technologies. Careers in science, and science education must be promoted and strengthened and innovative curricula and teaching methods need to be developed. New partnerships with the private sector will enable online science learning resources to be downloaded anywhere there is Internet access, thus promoting science literacy and making quality science education available to all.

02014 The international/intergovernmental science programmes (ISP) of UNESCO that existed in 1992 – IGCP, IHP, IOC and MAB – were all tasked in Agenda 21 to participate in the global science that is essential to better understand the major environmental challenges that were identified at the Rio 1992 UN Conference on Environmental Development (UNCED), namely the loss of biodiversity, the increase of desertification and global climate change. These are some of the areas for which the Global Environment Facility (GEF) was created to address. UNESCO collaborates with GEF on these themes in addition to work under the GEF International Waters theme. The BSP, *Mobilizing science for the sustainable use of natural resources, renewable energy and energy efficiency, and for natural disaster reduction and mitigation*, gathers UNESCO's efforts to address these and related global challenges that require global science, which will again be dealt with at the 2012 UN Conference on Sustainable Development (UNCSD, Rio +20) also in the context of building green societies, as well as in the framework of the International Year of Sustainable Energy for All in 2012, for which UNIDO was designated a lead agency.

02015 The achievement of the MDGs hinges on water of adequate quality and in sufficient quantity to satisfy the basic needs of society. UNESCO's International Hydrological Programme (IHP) will work to generate policy-relevant scientific knowledge for the sustainable management of freshwater responding to the needs of Member States. Other critical priorities such as the promotion of sustainable groundwater management; the expansion of the knowledge base for sustainable urban water management; and enhanced approaches for transboundary water management will be developed. The global monitoring, reporting and assessment of freshwater resources through WWAP will continue, paying particular attention to Sub-Saharan Africa. The fourth World Water Development Report (WWDR4) will be issued in 2012 with the theme "Managing Water under Uncertainty and Risk", with contributions from all UN agencies dealing with water.

02016 The Intergovernmental Oceanographic Commission of UNESCO (IOC) will promote ocean observations, services and capacity-building as well as the development of new institutional frameworks for cooperation on global sustainability research. IOC will also support the preparation of the first global integrated ocean assessment due in 2014 for the UN Regular Process on Global Reporting and Assessment of the State of the Marine Environment. IOC is guiding a process to create a World Association of Marine Stations that will be completed during the biennium. Among other IOC programmes and activities on marine biodiversity, the Ocean Biogeographic Information System (OBIS), which emanates from the decade long Census of Marine Life, will be integrated into IOC's International Oceanographic Data and Information Exchange (IODE) and will contribute to the protection of marine ecosystems by assisting in identifying marine biodiversity hotspots and large-scale ecological patterns. Spatial planning, for which UNESCO's leadership has received worldwide recognition, as well as other area-based management approaches will be promoted and demonstrated at different scales as approaches to achieve a more sustainable use of coastal and marine zones, in collaboration with the Man and the Biosphere (MAB) Programme.

02017 Following the 2010 International Year of Biodiversity (IYB) and as a contribution to the UN Decade on Biodiversity (2011-2020) and potentially to the future Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), MP II will lead the development of a UNESCO-wide Biodiversity Initiative (BI) to improve understanding of and identify solutions to the loss of biodiversity and to understand what this loss may mean for humanity. In this regard, collaboration with GEF on REDD+, and the CBD and UNEP, will be expanded. The science pillar of the initiative will focus on biodiversity research and monitoring as well as the promotion of biosphere reserves (BR) as research and monitoring sites.

02018 UNCED and WSSD emphasized the need for better earth observation data for planning sustainable development. As a result Member States created the Global Earth Observation System of Systems (GEOSS) process in which UNESCO takes the lead, via its Geological Applications of Remote Sensing programme, in building epistemic communities in geohazard monitoring and mitigation. Cradle-to-cradle materials use increases the need for geoscience capacity building and education to become more interdisciplinary and evolve towards earth system science. Such initiatives will be undertaken in the networks of the International Geoscience Programme (IGCP).

02019 In its contribution to the United Nations system-wide implementation of the Hyogo Framework for Action on Disaster Resilience 2005-2015, UNESCO will support in collaboration with WMO, UNDP and others, the advancement of knowledge to understand natural hazards and to mitigate their effects, and education and disaster risk reduction. Upon request of Member States, post-disaster field investigations will be encouraged in the aftermath of disasters and post-disaster interventions will be maintained and pursued. UNESCO-IOC will continue its work on tsunamis and other sea level hazards including in the Indian Ocean, North-eastern Atlantic and Mediterranean, Caribbean Sea, and Pacific Ocean and, and will introduce hazard assessment as a component of this work.

02020 In summary, the strategic priorities of MP II will (i) focus on scientific issues that require large-scale multinational collaborations, i.e., that are impossible to be undertaken by any one nation alone; (ii) focus on areas where UNESCO can realize the broader goal of 'science for peace'; (iii) more effectively provide assistance to Member States in meeting their own goals for strengthening STI ecosystems in service to society, with the ultimate objectives of poverty eradication and sustainable development; and finding low-cost, effective and accessible solutions to pressing social challenges, including access to potable water, clean energy, and other basic needs.

Global Priority Africa

02021 MP II actions in Africa at national and regional levels are guided by Africa's Science and Technology Consolidated Plan of Action (CPA) and the African Union (AU) Environment Action Plan. UNESCO will support the implementation of the CPA priorities in order to strengthen the science base of African countries and support the new initiatives designed and implemented by the AU flagship projects, such as the African Virtual Campus (AVC) and the African STI Observatory. UNESCO will continue to coordinate the UN Science and Technology Cluster, and support AU/NEPAD and the African Ministerial Council on Science and Technology (AMCOST) in the implementation of STI programmes in Africa. Strengthening African higher education institutions and STI-related organizations at national, regional and continent levels will be a priority.

02022 The IOC implements activities in Africa through global programmes in coordination with regional subsidiary bodies. Activities to enhance ocean observing systems and data exchange standards are implemented largely through the Global Ocean Observing System in Africa (GOOS-AFRICA) and the Ocean Data and Information Network for Africa (ODINAFRICA IV), now in its fourth phase. IOC will strengthen its approach to Priority Africa by increased decentralization of activities including coastal hazard assessment, ocean and coastal observations and research, data and information management, climate change research and adaptation, capacity building by reinforcing national and regional institutions that will foster intra-regional cooperation in marine sciences.

The Regional Committees (IOCEA and IOCWIO) will be strengthened to serve as platforms for the implementation of IOC programmes and may possibly be transformed towards the establishment of an IOC Sub-Commission for Africa building on the lessons learnt from the existing IOC Sub-Commissions covering the marine regions of the African continent. Through these mechanisms, IOC will also facilitate the involvement of African scientists in large-scale global programmes and networks, including IOC Chairs. IOC will initiate consultations with African regional economic groupings and institutions to foster the appropriation of its programmes by African governments and stakeholders. The aim is to establish a regular consultation mechanism at a high-level between IOC Secretariat and the African regional institutions to ensure the appropriation of the IOC programmes by the latter.

02023

Emphasis will be placed on advancing scientific research, capacity building and education for freshwater in Africa through IHP, UNESCO-IHE, WWAP and the expanding network of water-related category 2 centres. Training opportunities for decision makers on global changes, impacts and adaptation strategies for sustainable management of water resources and conflict management in Sub-Saharan Africa will be provided.

02024

In 2012-2014 UNESCO-IHE, in cooperation with potential host countries, intends to create a replica institute in Sub-Saharan Africa as part of its global campus strategy. Support will be provided 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 (IWRM), and the Nile Basin Capacity-Building Network for River Engineering. Through bilateral partnerships, UNESCO-IHE will also develop and assist in the implementation of masters' programmes in Ethiopia, Ghana, Kenya and Rwanda. In the Lake Victoria region, UNESCO-IHE will implement the capacity development component of the Lake Victoria Water and Sanitation Initiative lead by UN-HABITAT. In addition to these actions on the ground, in Delft an estimated 200 African water professionals will matriculate at the Masters and 15 at Ph.D. level.

02025

Modern training in earth resource mapping, networking of geoscience educational centres and the preparation of earth system science curricula for secondary schools will be instrumental to give priority to earth sciences education in Africa. In partnership with the Geological Society of Africa, earth science education will be modernized, starting with the development of curricula for teaching African geology at secondary level. A doubling of the participation of African scientists is expected in the projects and the organisation of the first three IGCP-MAB joint workshops and initiatives on resource extraction in BR. Capacity building on modern data management and field mapping will be strengthened through national and regional training courses and at least two geoparks in Africa will be created.

02026

The energy sector is vital for development in African countries, which suffer from a deficit in both energy and access to electricity. The use of alternative and renewable energy sources will be promoted in Africa. UNESCO's action will focus on promoting energy policies, enhancing national capacities and sharing scientific knowledge and best practices.

02027

Lastly, concerning disaster resilience, action will focus on enhancing national capacities and providing authorities with technical assistance in reconstruction and risk mitigation efforts in African countries affected by natural disasters.

Expected results at the end of the biennium:

Expected result 1: National capacities strengthened to design, implement, reform and evaluate science policy in line with the implementation of the African CPA, including support to the establishment of the African STI Observatory and establishing two new AVC centres

Expected result 2: Education capacity development and research in the sciences and engineering strengthened through networking, partnerships, collaborative research and training

Expected result 3: Policy dialogue enhanced between IOC Secretariat and African national and regional institutions and stakeholders; resources mobilized in support of African institutions and programmes in ocean observation and data and information exchange, sea level monitoring, vulnerability mapping and integrated coastal area management, climate change adaptation

Expected result 4: Freshwater resources assessed, and technical cooperation provided for strengthening water governance, including of shared waters and management

Expected result 5: Renewable energy policies and knowledge base promoted

Expected result 6: Resilience of communities reinforced, with particular reference to climate change adaptation and natural disaster preparedness

Global Priority Gender Equality

02028

In line with UNESCO's Gender Equality Action Plan, efforts to effectively and systematically mainstream gender equality considerations will be enhanced. The overall strategy is conceived as a coherent, multidimensional, long-term approach pursued along three principles: inclusivity, diversity and empowerment.

02029

Gender perspectives and attention to the goal of gender equality are central to all science-related activities. Engendered science policy is not only made by regulation and legal changes but primarily by leadership and a commitment to change structures and cultures. Such holistic systemic perspective of S&T policy formulation, research and dissemination, requiring the fusion and the effective integration of gender relations within cultural, social, economic and political contexts, will bring women from the margin to the centre of the science policy process. In this way, gender mainstreaming in science policy is conceived as a transformative strategy that seeks change particularly in the spheres of culture and organisation. Therefore women are not only considered beneficiaries of STI but also agents of change. Special focus will be given to the participation of women in the definition of problems, priorities, methodologies, and the design and uses of S&T shaping the science policy agenda.

02030

Emphasis will be put on networking, research, advocacy, capacity-building and sharing of good practices to producing science policy that fully integrate the gender equality perspective. Activities will include sensitizing and training for science policy-makers, establishing channels for systematic dialogue between S&T researchers, specialists in gender studies, policy makers, and women's science organizations in order to plan actions with a gender perspective, evaluate their execution, and promote knowledge and application of S&T that addresses the needs, visions and perspectives of women.

02031

The key role of women as holders of local and indigenous knowledge and as agents of change and community cohesion at the local level will receive special attention. Activities are planned in indigenous communities and in SIDS that will emphasize the important role of women in the transmission, preservation and development of local and indigenous knowledge, particularly related to sustainable development, natural disaster preparedness and response, biodiversity conservation and climate change. For instance, educational materials produced for indigenous schools will emphasize the important role of women as holders of unique and specialized indigenous knowledge. Moreover, the importance of women's traditional knowledge will be highlighted through the publication of research papers and the organization of international fora. As recommended in the Mauritius Strategy and the Mauritius Declaration, policies will be promoted in SIDS that recognize that their sustainable development must be rooted in gender-specific local and traditional knowledge and practices, in conjunction with science. Emphasis will also be placed on gender perspectives in SIDS activities that develop capacities among youth to address key small island societal challenges ranging from public health to climate change.

02032

Women's inclusion and role in the basic sciences will be promoted by highlighting women scientists, promoting role models and supporting young women scientists. There will be a particular focus on gender dimensions of engineering. Activities such as the UNESCO-L'OREAL Partnership "For Women in Science" will include fellowships for young women scientists, the establishment as well as the reinforcement of new associations and networks on women, S&T, building awareness and popularization of S&T for the public and especially for women in rural settings. This will also involve the network of UNITWIN/UNESCO Chairs on women in science "Women, Science and Technology for Development" and awareness-raising of women on renewable energy opportunities.

02033

Following the recommendation of the 43rd session of the IOC Executive Council, IOC increased its target to 25% participation of women in its activities for the period 2008-2013, and Member States are urged to take gender equality into consideration when nominating participants in IOC activities. IOC will further pursue the mainstreaming of priority gender equality in its programmes, especially capacity-building and field activities, including support to women scientists in their work environment in the follow-up to training courses as well as activities to raise awareness and preparedness of coastal communities to sea-level related hazards and their capacity to adapt to climate and coastal change.

02034

Gender will be further mainstreamed in water sciences, capacity development, education and research via the activities of IHP and WWAP. Efforts will be pursued to improve gender balance in water-related networks and the emphasis on the intricate relationships between water and gender issues will be enhanced and also addressed in the WWDR4. Particular attention will be paid to enhance the education of girls and women and their capacities concerning water at different levels of education. At UNESCO-IHE, capacity development 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, to contribute to women's empowerment in developing countries. Gender is also being mainstreamed in the curricula of many of UNESCO-IHE's courses.

02035

In the ecological and earth sciences, the importance of the role of women and gender-balanced approaches in biodiversity conservation and sustainable use will be highlighted and promoted in line with the relevant recommendations on biodiversity and gender adopted at the UNESCO 2010 International Year of Biodiversity Science-Policy Conference. In the framework of the implementation of the MAP for BR at the national, regional and international levels, gender equality will be promoted. Applications of women to the MAB Young Scientists research grant scheme will be encouraged as for all other grants and awards. The Association of African Women Geoscientists, originally created with UNESCO's support, will be an important partner in projects such as the Earth Science Education Initiative and development of the geoparks network in Africa.

02036

The programme on disaster preparedness and prevention will ensure mainstreaming of gender equality in disaster risk reduction efforts with an emphasis on the role of women in building a culture of disaster resilience at different levels. The number of women in designing policies and strategies to reduce vulnerability to disasters, in capacity-building, in mainstreaming of education for disaster risk reduction into educational curricula and public awareness programmes, and in advocacy for disaster preparedness and prevention will be increased. Efforts will ensure more gender-balanced representation within international and regional networks of experts on earthquakes, volcanoes, landslides as well as water hazards. The gender perspective will be integrated in policy guidelines for disaster risk reduction with an emphasis on education, and policies will be promoted with particular attention to the key role of women as community leaders in disaster preparedness awareness programmes.

Expected results at the end of the biennium:

Expected result 1: Women included in sciences promoted activities, women scientists promoted as role models and young women scientists supported

Expected result 2: Awareness of the key role of women as holders of indigenous and local knowledge raised

Expected result 3: Gender issues incorporated in the WWDR4.

Expected result 4: Gender-responsive approaches in STI policy design and sustainable development, including biodiversity conservation, fostered

Expected result 5: Gender-responsive approaches to disaster risk reduction promoted

Biennial sectoral priority 1: Strengthening science, technology and innovation (STI) systems and policies for sustainable development, poverty eradication and a culture of peace and non-violence

Main line of action 1: Promoting STI policies and access to knowledge

02037

STI are key drivers of sustainable development and UNESCO's actions in science policy focus on the integration of STI into national development policies and the economic reform agendas of countries, particularly with a view to facilitating the building of green societies in LDCs. UNESCO will assist Member States in developing new approaches for the formulation of science policy, undertake STI system reforms and elaborate STI strategies and action plans. MLA 1 includes a key component for strengthening institutional and human capacities in science policy and innovation management. Additionally, the Organization will support the development of national, regional and local innovation systems through promoting cooperation between universities and industries. Technical advice and capacity-building to develop science parks and technology business incubators will also be provided. UNESCO will further monitor, assess and report on the state of world STI by developing an overview of resources, actors, linkages and outputs, including STI foresight and assessment studies. Lastly, MP II will design together with UIS new methodologies for science indicators, including sex-disaggregated data, and statistics, as well as enhance science policy dialogues.

02038

UNESCO, as a standard-setter and capacity-builder in Member States, will propose guidelines on how to conduct science system reforms and design science policies and strategies to strengthen national STI systems. UNESCO's action will be based on international best practices and will address major socio-economic development challenges. To achieve this, UNESCO in collaboration with development agencies will assist Member States to reform their science systems and to develop sound science policies. In addition, UNESCO will develop methodologies to carry out science reviews and will participate in a number of country reviews, particularly in Africa. UNESCO will provide support towards the implementation of the African CPA, through its flagship projects, including the AVC. Throughout the biennium, UNESCO will also offer science policy training for STI stakeholders, and will emphasise the participation of women and youth. The action will be focused on building science policy capacities including the establishment of university programmes in science policy, UNITWIN networks and UNESCO Chairs. Seed funds from the regular budget will be used to develop extra-budgetary projects in these key programme area.

Expected result 1: Strengthened and self-driven national STI systems built as a result of technical assistance aimed at science reform, review and policy formulation

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ New guidelines for STI sectoral policy formulation developed and STI policy reviews undertaken 	<ul style="list-style-type: none"> – at least two pilot countries using UNESCO guidelines for the formulation of policies; at least five national STI policy reviews undertaken in pilot LDCs
<ul style="list-style-type: none"> ■ New science reform project proposals designed with national stakeholders and adopted by governments 	<ul style="list-style-type: none"> – at least two reform proposals developed in selected countries with priority given to LDCs
<ul style="list-style-type: none"> ■ Science policy programmes and networks developed and training activities developed for STI stakeholders including policy-makers, scientists and representatives of civil society 	<ul style="list-style-type: none"> – at least two UNESCO Chairs established; new programmes or Se&T policy units in at least four universities or centres established; African CPA supported with capacity-building in science policy; two new AVC centres established

02039

As part of the UNESCO University-Industry Science Partnership Programme, national capacities of developing countries in technical cooperation and the management of STI for sustainable development will be enhanced. UNESCO will provide capacity building activities to developing Member States and offer technical cooperation in improving innovation systems, particularly for the development of science parks and technology business incubators (TBI). This will involve close cooperation with international partners, such as the World Technopolis Association, the International Association of Science Parks, and the Islamic Educational, Scientific and Cultural Organization and will also draw on the category 2 centre for the Development of Science Parks and Technology Incubators in Isfahan, Iran.

Expected result 2: Culture of innovation enhanced through national, regional and local innovation systems, science parks and technology business incubators

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Technical cooperation in the elaboration, evaluation or review of action plans for the national, regional and local innovation systems 	<ul style="list-style-type: none"> – four countries supported in the elaboration of their national, regional or local innovation system; action plans acknowledged and utilized
<ul style="list-style-type: none"> ■ Capacity-building activities organized for managers of science parks and TBI 	<ul style="list-style-type: none"> – two international and two regional training workshops organized to train managers of science parks and TBI
<ul style="list-style-type: none"> ■ Technical advice provided to select developing Member States for the development of science parks and TBI 	<ul style="list-style-type: none"> – four countries supported

A Science Technology and Innovation Global Assessment Programme (STIGAP) is proposed. The main objective of the Programme is to monitor, assess and report on the state of world (global) STI by developing a comprehensive overview of resources, actors, linkages and outputs. It will also cover STI foresight and assessment studies as well as policy dialogue. To achieve this, UNESCO will establish an international and five regional STI policy research networks, work in close cooperation with UIS, and use the International Centre for Science and Technology Strategy in Beijing, a UNESCO category 2 centre.

Expected result 3: STI policy studies conducted, STI indicators reviewed and policy dialogues promoted

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Design and implement STIGAP 	<ul style="list-style-type: none"> – <i>STIGAP established and new approaches for international STI statistics and indicators, including sex-disaggregated ones, developed, tested and validated in cooperation with UIS; methodology tested in five regions</i>
<ul style="list-style-type: none"> ■ Number of foresight and assessment studies undertaken, and establishment of global science policy information network (SPIN) 	<ul style="list-style-type: none"> – <i>at least two national STI indicators studies; the African STI Observatory functioning; at least ten additional countries integrated in SPIN</i>
<ul style="list-style-type: none"> ■ Dialogues and capacities for STI decision-making involving civil society, scientific communities and parliaments. 	<ul style="list-style-type: none"> – <i>two new sub-regional fora or interregional parliamentary fora on STI; capacity-building activities organised for at least two selected sub-regions and training materials disseminated online.</i>

Main line of action 2: Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy

Sustainable development will be strengthened through capacity-building in the basic sciences and engineering, including for renewable energy, and through developing new policies placing S&T at the forefront of any development effort. Innovative approaches through partnerships with IGOs, NGOs, UN organizations and governments will be used to achieve that goal. Activity will focus on assisting Member States in advanced training and research, in scientific networking, as well as in creation and strengthening of centres of excellence. Further, stimulation and appropriate use of public-private partnerships, a prerequisite for successful use of STI systems for development, will be fostered. UNESCO's mandate in capacity building and science education in the basic sciences will be pursued including through the activity of IBSP. The engineering programme activities will focus on engineering education and capacity building. The potential establishment, in conformity with the recommendations of 185 EX/Dec.12, of an International Engineering Programme will build upon the 2010 UNESCO report, *Engineering: Issues, Challenges and Opportunities for Development* – the first international report on engineering. There will be a particular focus on gender dimensions of science and engineering and on the needs of Africa.

02042

Many countries face a shortage of scientists and engineers, and are concerned about the effect that this will have on development. This is compounded for poorer countries by the brain drain of scientists and engineers. There is also a need for increased education for green technologies including renewable energy and energy efficiency. UNESCO's action will focus on public awareness raising, the training of science and engineering faculty and the development of new methodologies for teaching sciences. Member States will be assisted in the strengthening of science and engineering education and capacity building, S&T applications and innovation, and associated policies, planning and management for development.

Expected result 4: Innovative interdisciplinary science and engineering curricula developed, including in such fields as renewable energy

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Science and engineering programmes strengthened at university level 	<ul style="list-style-type: none"> – <i>new curricula in science and engineering developed and adopted in at least two universities; two pilot exchange programmes for students working in multidisciplinary teams on complex challenges</i>
<ul style="list-style-type: none"> ■ Fora for planning and design of higher education systems, including regional accreditation standards established 	<ul style="list-style-type: none"> – <i>at least one regional forum per region on accreditation process for basic science and engineering programmes, faculty development training programmes, new materials for faculty development, guidelines for career advancement for young faculty, in particular women</i>
<ul style="list-style-type: none"> ■ Guidelines for best practices in selected areas of biotechnology and training activities conducted 	<ul style="list-style-type: none"> – <i>at least one set of materials produced; at least two training workshops in Africa</i>

02043

An interdisciplinary approach is increasingly being applied to innovative research and its applications for sustainable development. One focus will be on strengthening indigenous research systems and capacity. A multi-stakeholder approach will seek to involve the private sector, in particular industry, in order to promote innovation and entrepreneurship among students and young professionals. Strengthening of research capacity requires S-S and N-S-S collaboration and specific programmes targeting joint knowledge production, increased knowledge sharing and use for the benefit of all.

Expected result 5: Institutional research capacity strengthened through networked centres of excellence, South-South and North-South partnerships and university-industry alliances

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Capacity building activities for trainers of trainers at tertiary level in science education, including on renewable energy, involving partnerships and networks focusing on S-S and N-S-S cooperation 	<ul style="list-style-type: none"> – <i>at least two innovative programmes for faculty exchange developed and implemented in at least three universities of developing countries</i>
<ul style="list-style-type: none"> ■ Public-private partnerships in research established 	<ul style="list-style-type: none"> – <i>N-S collaborations on entrepreneurship education among universities</i>

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ New centres of excellence established, with emphasis on promoting women in science and scientific networks formed or strengthened. 	<ul style="list-style-type: none"> – at least one new centre created and at least one new network formed; three seminars, conferences and other events held for strengthening existing structures

02044

Many countries are concerned about the loss of interest and enrolment of young people in the basic sciences and engineering, and the effect that this will have on capacity and development around the world. In order to attract and retaining young people in these fields, it is necessary that leadership training and early career support mechanisms are put in place at university level.

Expected result 6: Student research leadership and career mentoring for young researchers developed

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Student competitions to solve local or regional challenges 	<ul style="list-style-type: none"> – one international or regional competition carried out; two workshops for sharing experiences organized
<ul style="list-style-type: none"> ■ Student leadership programmes in all regions 	<ul style="list-style-type: none"> – at least five universities develop student leadership programmes; two regional student associations established or strengthened
<ul style="list-style-type: none"> ■ Training provided for young 	<ul style="list-style-type: none"> – fifteen training activities; a mentoring programme for young researchers developed and implemented in three universities in developing countries

Main line of action 3: Mobilizing broad-based participation in STI

02045

The limitations of conventional science policy-making processes, as well as their applications, are highlighted by an increasing inability to cope with complex challenges at all levels. Interactions among scientists, decision-makers and society must be transformed to be less linear and top-down, and more inclusive and interdisciplinary. To move towards such a holistic architecture of policy design and implementation, broad-based societal participation in STI must be mobilised. A participatory approach to science policy highlights the dialectic transformative role of science for society and society for science. It can be achieved through broadened public awareness and the expansion of citizen science, whereby people contribute to advancing scientific knowledge while transforming its status, priorities and content. The scientific community must also acknowledge the existence of other knowledge systems and recognise that development goals are informed, re-framed and transformed by indigenous knowledge and worldviews. Particularly vulnerable to global economic and environmental crises, SIDS require integrated policies and practices for sustainable development that bridge multiple dimensions of the science-society gap. Finally, by serving as a vehicle for international diplomacy, the sharing of scientific knowledge will be used to create new solidarities and promote a culture of peace.

Reflecting the global trend towards greater democratization and transparency in the STI decision-making process, citizens are becoming engaged in the deliberative processes of science-related governance issues. In this context, citizens, women, youth and communities are not only considered beneficiaries of STI but also agents of change. More scientific information, communicated more effectively, will be essential if society is to play such a transformative role. In order to increase public awareness of science and engineering, activities popularizing science will be carried out. These will include support for the development of science centres and museums; research and scientific debate on the history of science; the UNESCO prizes in science; the organization of exhibitions on S&T; and the celebration of World Science Day for Peace and Development.

Expected result 7: Public awareness of science, technology and engineering raised and STI policy agendas developed with civil society, including women and youth

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ International and regional conferences or symposia on popularization of science and science exhibitions 	<ul style="list-style-type: none"> – two international or regional conferences or symposia; two science exhibitions; two conferences or symposia on history of science
<ul style="list-style-type: none"> ■ Technical cooperation and capacity building activities on governance of science centres and science museums 	<ul style="list-style-type: none"> – two countries assisted in the development of science centres or museums; two regional training workshops on science centres or museum governance
<ul style="list-style-type: none"> ■ STI policy studies and manuals 	<ul style="list-style-type: none"> – STI policy study results, conference proceedings and manuals of STI indicators published
<ul style="list-style-type: none"> ■ National and regional actions on science and gender for science policy-making; reference groups for women in science; young people involved in consultation 	<ul style="list-style-type: none"> – one international meeting on gender and science; support to Young Women Researchers Network; support to the World Association of Young Scientists

To give priority to disadvantaged and excluded groups, such as indigenous peoples, and based on the UN Declaration on the Rights of Indigenous Peoples, this programme promotes local and indigenous knowledge holders as actors in global debates and international action on sustainable development. Recognizing the interlinkages between biological diversity and cultural diversity, as well as ecosystems and social systems, a three-pronged strategy has been adopted. First, it advocates a central role for indigenous knowledge and community-based action in international environmental frameworks, to re-shape global, regional and local policy and practice on biodiversity governance, natural disaster preparedness, and climate change adaptation. Second, it promotes community-to-community, S-S knowledge sharing and exchanges of local concerns and responses, including in Africa, LDCs and SIDS. Finally, it reinforces the vitality and dynamism of knowledge in indigenous communities through concerted action to promote inter-generational transmission, recognizing the pivotal role of women, while bolstering indigenous languages, identities and worldviews. Strategic contributions will be made to key intergovernmental processes and events in the framework of UNCSD, CBD, UNFCCC and IPCC, in partnership with key UN system counterparts, governments and civil society.

Expected result 8: Local and indigenous knowledge-driven sustainable development policies and actions developed at global, regional and local levels

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Acknowledgement of indigenous knowledge and community-based approaches in international policies and innovation strategies 	<ul style="list-style-type: none"> – <i>operational engagement with UNCSD, CBD, UNFCCC and IPCC processes</i>
<ul style="list-style-type: none"> ■ Community-level projects established with global networking 	<ul style="list-style-type: none"> – <i>at least 30 community-level projects, including projects on women, and projects in Africa, LDCs and SIDS; one global database established on indigenous knowledge, biodiversity and climate change</i>
<ul style="list-style-type: none"> ■ Pedagogical materials on indigenous knowledge and language in formal and non-formal education 	<ul style="list-style-type: none"> – <i>five sets of pedagogical materials in five countries</i>

02048

Reflecting the priority status of SIDS, targeted action will emphasize the contributions of STI policy towards locally appropriate sustainable development policy and planning. This is an essential element in UNESCO's contribution to the Mauritius Strategy, in which science-based action in areas such as technology transfer, biodiversity conservation, coastal management, and natural disasters are paramount. All activities will reflect the key role of youth in SIDS, which comprise the majority of SIDS populations worldwide. Implementation will take place through the organization of regional expert meetings with a focus on science policy development, training and capacity development in SIDS; the development of global SIDS-based knowledge networks, as well as through the development of global mechanisms such as databases to support sharing of local experiences.

Expected result 9: Vulnerabilities of Small Island Developing States (SIDS) addressed through science policy, practice and education

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Action plans from regional and inter-regional meetings on science policy development in SIDS, including in Africa 	<ul style="list-style-type: none"> – <i>action plans utilized by three SIDS</i>
<ul style="list-style-type: none"> ■ Capacity-building actions in three SIDS regions on climate change adaptation and natural disaster preparedness 	<ul style="list-style-type: none"> – <i>participation and follow-up training of trainers undertaken in three SIDS regions with participation of a minimum of 50% women</i>
<ul style="list-style-type: none"> ■ Global N-S-S network on coastal monitoring and resilience 	<ul style="list-style-type: none"> – <i>database operational, accessed and utilized in ten countries</i>

02049

In line with the UNESCO mandate to promote science as a vehicle for enhanced dialogue, mutual understanding and peace, this reflects the evolving role of foreign policy as a result of the new global landscape of S&T noted in the UNESCO Science Report 2010. Developments in S&T have critical pervasive influence and impact the structure and process of foreign policy. With pressing global issues such as climate change, energy poverty, and management of pandemics requiring increasingly concerted action, the global agenda is shifting as a result of the increasingly complex interplay of S&T and foreign policy. In this context, science diplomacy will be a powerful instrument for the use of science as a foundation of a culture of peace and cooperation.

Expected result 10: Peace-building enhanced due to science diplomacy

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Scientific cooperation in solving common problems and fostering dialogue, cultural self-expression; and mutual understanding, especially in conflict and post-conflict countries 	<ul style="list-style-type: none"> – one international meeting on science and international affairs; support to the Israeli-Palestinian Science Organization

Biennial Sectoral Priority 2: Mobilizing science for the sustainable use of natural resources, renewable energy and energy efficiency, and for natural disaster reduction and mitigation

Main line of action 4: UNESCO Intergovernmental Oceanographic Commission (IOC): strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States

02050

The IOC promotes international cooperation and coordinates programmes in research, observations, services and capacity-building, in order to learn more about the nature and resources of the ocean and coastal areas and to apply that knowledge for the improvement of management, sustainable development, the protection of the marine environment, and the decision-making processes of its Member States. Under its Medium-Term Strategy 2008–2013, the IOC pursues four high-level objectives: prevention and reduction of the impacts of natural hazards; mitigation of the impacts of and adaptation to climate change and variability; safeguarding the health of ocean ecosystems; and promoting management procedures and policies leading to the sustainability of coastal and ocean environment and resources. While maintaining a leading role in ocean observation, and the related sharing of oceanographic data, the IOC will strengthen its responsibility in catalyzing and coordinating marine scientific research in climate change through its contribution to increasing the understanding of the ocean’s role in climate variability and climate change, including observations and models on the carbon cycle and ocean acidification; facilitating partnerships between the marine meteorological and oceanographic communities; and assisting Member States, at their request, to mitigate coastal erosion and protect communities and economies through coastal adaptation measures and strategies, especially in Africa, Arab States and SIDS. The IOC will continue to make operational end-to end warning systems for tsunami and other sea level hazards in the Pacific Ocean and other regions (North-eastern Atlantic and Mediterranean; Caribbean), with a special attention to SIDS and Africa. Enhancing its role as

catalyst of the international exchange of biological oceanographic data, the IOC will further contribute to the protection of marine ecosystems by assisting in identifying biodiversity hotspots and large-scale ecological patterns, analyzing dispersions of species over time and space, and plotting species' locations. The implementation of IOC's activities will be enhanced by a more decentralized approach (IOC Sub-commissions and Regional Committees; UNESCO field network). The IOC will strengthen existing dialogue to inform the Parties of the UNFCCC on the ocean-related research and sustained observing needs of the Convention. This effort will take place in close cooperation with the World Meteorological Organization with which IOC co-sponsors the World Climate Research Programme and the Global Climate Observing System. These and other activities will contribute to the UNESCO Climate Change Initiative by strengthening the climate change science and interdisciplinary knowledge base. IOC It will strengthen information to Parties of the CBD on observing needs to protect marine biodiversity. It will continue to input to the UN Secretary-General's report informing and advising the General Assembly on ocean science and the law of the sea, and to coordinate with other relevant UN organizations, through UN-Oceans. Particular effort will go toward raising the visibility of ocean issues in the UNCED process. Pending confirmation of funding from the Global Environment Facility, IOC will conduct a Transboundary Waters Assessment Programme in cooperation with UNEP, IHP, and other international and national partners.

02051

Increasing vulnerability to natural disasters in coastal zones poses a major threat to sustainable development, affecting lives and livelihoods. Awareness of natural hazards, preparing for minimizing the risks and involving all relevant national entities are part of any fast end-to-end warning system. Following the rapid progress in installing the Indian Ocean Tsunami Early Warning and Mitigation System, the IOC, through intergovernmental processes, will continue to make operational end-to-end warning systems for tsunami and other sea level hazards in the Pacific Ocean and other regions (North-eastern Atlantic and Mediterranean; Caribbean) working with other UN agencies towards the development of global coverage to address multiple marine hazards, thus supporting the overall objective of contributing to disaster preparedness, mitigation and recovery.

Expected result 11: Effective end-to-end early warning systems for tsunamis and other sea level-related hazards, established by Member States at national and regional levels, including disaster preparedness and mitigation measures

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Improved lapse time for regional watch messages after tsunami-generating earthquakes 	<ul style="list-style-type: none"> – less than 20 minutes in all regional warning systems
<ul style="list-style-type: none"> ■ Number of countries at risk for tsunami developing gender sensitive tsunami community preparedness programmes 	<ul style="list-style-type: none"> – ten

02052

Environmental observations taken with coherent, sustained systems over decades have provided the underpinning of all decisions and actions related to global climate change. The IOC, through its role as the UN's foremost marine science intergovernmental advocate, coordinator, and partner in international scientific research, will assure that global observations of the ocean will be adequate to advance the science and policy of climate change. IOC programmes improve the understanding of the earth system, by contributing to the enhancement of climate predictions and the effects on marine ecosystems and resources. Sustained ocean observation and process studies at regional and global scales and the development of science applications enhance the ability to mitigate the effects of climate change, including sea-level rise.

Expected result 12: Member States' understanding of ocean environment and related processes in the global climate improved, and skills developed for adaptation to climate change impacts

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Level of in situ infrastructure (e.g., floats, buoys, ship tracks) for GOOS maintained by Member States 	<ul style="list-style-type: none"> – maintain 62% as measured by JCOMM based on GOOS/GCOS targets
<ul style="list-style-type: none"> ■ Number of peer-reviewed published regional sea level projections used in the IPCC Fifth Assessment Working Group I Report (due in September 2013) 	<ul style="list-style-type: none"> – increase of 10% on baseline of number of referred peer-reviewed published regional sea level predictions in IPCC 4AR report (2007)
<ul style="list-style-type: none"> ■ Number of countries taking steps towards development of coastal adaptation strategies and implementation of national or local measures or both, including with a gender perspective 	<ul style="list-style-type: none"> – increase of five countries

02053

IOC will leverage the science and capacity to monitor and safeguard the health of ocean ecosystems and services, by addressing the conservation and sustainable management of coastal resources and marine biodiversity. In this regard, IOC will continue harmonizing its capacity development activities according to long-term capacity-development principles that improve the ability of Member States to apply sound scientific methods to the sustainable management of their resources.

Expected result 13: Capacities of Member States and their national agencies improved in ocean sciences and services to monitor, assess and manage marine resources

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Increase in number of Member States participating in UN Regular Process for the global reporting and assessment of the state of the marine environment 	<ul style="list-style-type: none"> – at least 50 countries engaged in Regular Process frameworks
<ul style="list-style-type: none"> ■ Number of women and men expert/managers trained by Member States in Ocean Sciences and services in accordance with IOC capacity-building principles 	<ul style="list-style-type: none"> – at least ten capacity-enhancing workshops and meetings of regional networks
<ul style="list-style-type: none"> ■ Increase in the number of agencies and institutions using information and data from IODE and OBIS 	<ul style="list-style-type: none"> – ten percent above 2010-2011 levels
<ul style="list-style-type: none"> ■ Volume of data and information available through the IOC/IODE data and information systems, OceanDataPortal and OceanDocs 	<ul style="list-style-type: none"> – twenty percent above 2010-2011 levels

02054

When requested IOC will assist Member States in managing their marine and coastal environment, focusing on regional needs and developing national capabilities, by translating research results into management approaches and wise practices. This is done by area-based management such as marine spatial planning in target regions, by providing training and assistance to implement them and by strengthening IOC Regional Subsidiary Bodies to fully ensure the regional implementation of the IOC Medium-Term Strategy 2008–2013. A number of specific actions will be undertaken to strengthen the operation of the IOC and its governance and to raise awareness of, and involvement in, IOC’s programme of action.

Expected result 14: Oceans and coastal zones protected and sustainably used by Member States

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries using IOC’s area-based management guidelines 	<ul style="list-style-type: none"> – <i>twenty countries</i>
<ul style="list-style-type: none"> ■ Level of Member States’ participation in IOC Regional Subsidiary Body meetings and region-specific activities 	<ul style="list-style-type: none"> – <i>at least 70% of regional constituencies attend IOC regional meetings</i>
<ul style="list-style-type: none"> ■ Number of new IOC regional training and research centres on oceanography 	<ul style="list-style-type: none"> – <i>at least one new regional training and research centre established</i>

Main line of action 5: Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)

02055

While there has been significant progress globally towards achieving access to water in the context of MDG 7, it has been unevenly distributed both geographically and across social strata, with women and Africa particularly affected. Moreover, recent progress is further threatened by crises in finance, economics, food and energy. Inadequate water governance and lack of human and institutional capacities are still major barriers for sustainable water management. UNESCO’s role in advancing scientific research, capacity building and education for freshwater through IHP, UNESCO-IHE Institute for Water Education, WWAP and the expanding network of water-related category 2 centres will be strengthened. The instrumental involvement of the IHP National Committees will be continued. IHP will enter the last biennium of the strategic plan for its Seventh Phase (2008-2013), which focuses on water dependencies, in order to alleviate water systems under stress and to promote adequate societal responses. Emphasis will be given to approaches for adaptation to global changes at the river basin scale, as well as in vulnerable zones, such as arid and semi-arid zones and near glaciers, and to related hydrological risks, such as floods and droughts. Special focus will be provided to water governance issues, including related cultural and socio-economic factors, the adoption of appropriate IWRM approaches and the implications of the development of a green economy. Responses to water-related implications of rapid urbanization, the management of groundwater and aquifer systems, and freshwater management needs of arid and semi-arid zones will also be addressed. IHP’s associated programmes on water cooperation – From Potential Conflict to Cooperation Potential (PCCP) and Internationally Shared Aquifer Resources Management

(ISARM) – will play an important role in the UN International Year of Water Cooperation 2013. WWAP will unveil the fourth World Water Development Report (WWDR4) at the sixth World Water Forum (Marseille, March 2012). The triennial WWDR, coordinated by UNESCO, has already established itself as the flagship product of UN-Water. Water governance and management will be enhanced through IHP’s work on water education, in collaboration UNESCO-IHE and intersectoral partners, continuing its contribution to the DESD.

02056

Global changes in demographics, climate and land uses pose enormous pressure on water resources and require adequate adaptation measures. UNESCO will strengthen the scientific understanding of impacts on water systems and support the development of technical and institutional capacities for adaptation, in particular by promoting the IWRM and ecohydrological approaches. Special attention will be given to systems and processes that are particularly affected by global changes, including glaciers, water-related ecosystems and sedimentation. The aspects of water hazards dealt with under MLA 7 expand a number of the elements treated here. Two IHP cross-cutting programmes with regional and global scope, Flow Regimes from International Experimental and Network Data (FRIEND) and Hydrology for the Environment, Life and Policy (HELP), play a significant role.

Expected result 15: Adaptation to global changes on river basins at the national, regional and global levels accomplished, based on scientific knowledge base as well as technical and institutional capacities in Member States

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Knowledge base and capacities strengthened on global changes and provision of IWRM and adaptation recommendations for river basin management 	<ul style="list-style-type: none"> – <i>HELP network strengthened with particular focus on Africa in association with category 2 centres and N-S and S-S cooperation; guidelines for global changes mainstreaming in national water policy for at least five countries in Africa</i>
<ul style="list-style-type: none"> ■ Strengthened knowledge base on global changes including hydrological processes, sedimentation and glaciers 	<ul style="list-style-type: none"> – <i>common FRIEND data portal developed using a shared normalized metadata format; International Sediment Initiative information system enhanced.</i>
<ul style="list-style-type: none"> ■ Comprehensive ecohydrology concept integrated into engineering approaches for water management and adaptation to climate change 	<ul style="list-style-type: none"> – <i>network of 30+ ecohydrology demonstration sites with at least three new such sites in Africa made operational in association with UNESCO category 2 centres</i>

02057

Water crises are often crisis of governance. Improved water governance requires adequate current assessments that can guide policy. Moreover, adequate governance entails suitable institutional capacities, which are central to address water challenges and overcome conflicting approaches in the use and allocation of water from within a basin or aquifer system, both at the national and transboundary level. Many solutions to water problems lie in better governance, with sharing water as one of the key challenges to be addressed. The need for an enabling environment conducive to water sustainability and encompassing cultural, societal and economic factors is also important. UNESCO will assist Member States to strengthen water governance via IHP – including its associated programmes PCCP and ISARM – and provide current assessments of the state of water resources at different scales via the WWDR4.

Expected result 16: World’s freshwater resources assessed, and Member States assisted in strengthening policies for water governance, including of shared waters

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ State of world’s freshwater resources assessed, water use and management issues evaluated, critical issues, trends and problems identified and awareness raised 	<ul style="list-style-type: none"> – <i>WWDR4 published including reporting from regions, gender and public health</i>
<ul style="list-style-type: none"> ■ Strengthened water governance through cultural, societal and scientific responses 	<ul style="list-style-type: none"> – <i>research methods and practices related to historical and cultural water interactions published</i>
<ul style="list-style-type: none"> ■ Strengthened knowledge and capacities related to the management of transboundary surface water and aquifers 	<ul style="list-style-type: none"> – <i>at least two training courses organized and new guidelines prepared on transboundary aquifer management</i>

02058

Human use of water resources has had a profound effect on the resource stock and quality of water over most of the inhabited world. These stresses threaten the sustainability of society and are particularly problematic in urban areas, arid and semi-arid areas, coastal zones and small islands where water scarcity may be critical. Yet societal responses to warning signs of depleting aquifers, dry streams and polluted water have generally been insufficient or inadequate. IHP will address the need to improve the management of water for productive purposes, particularly in sensitive areas. Special attention will be provided to groundwater resources and water augmentation methods applicable in the most water-stressed areas.

Expected result 17: Effective water management strengthened through improved knowledge base and scientifically sound policy guidance for urban areas, arid and semi-arid zones and groundwater resources and aquifer systems

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Improved capacities for sustainable urban water management, including protection of water quality and interactions with rural water management 	<ul style="list-style-type: none"> – <i>three projects on urban water management; at least two case studies on water quality; at least one policy guidance document on water supply and sanitation in rural areas</i>
<ul style="list-style-type: none"> ■ Enhanced knowledge base of the hydrological systems in arid and semiarid areas 	<ul style="list-style-type: none"> – <i>G-WADI networks in all arid and semi-arid regions strengthened</i> – <i>at least five case studies, workshops and publications on aquifer recharge in coastal aquifers and SIDs implemented in cooperation with UNESCO Centres and Chairs</i>
<ul style="list-style-type: none"> ■ Improvement of groundwater systems management and adaptation measures 	<ul style="list-style-type: none"> – <i>five regional case studies produced with UNESCO Chairs and centres to demonstrate adaptation measures to climate change impacts</i>

02059

A significant increase in the number of adequately trained water professionals is needed in many Member States to meet the MDG 7 target on water, especially in Africa. As most decisions affecting water resources are made by people without sound water knowledge, skills and values, education on water issues needs to be carried out at all levels. IHP, in close collaboration with UNESCO-IHE Institute for water education, the network of water-related centres under the auspices of UNESCO, UNITWIN/ UNESCO Chairs Programme, the DESD coordination unit, UNESCO’s ASPnet, and other parts of UNESCO and external partners, will focus on reinforcing capacities for water education at all levels and for a range of target groups, with particular attention given to Africa and gender mainstreaming.

Expected result 18: Water-related education capacities reinforced at all levels, with an emphasis on Africa and gender

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Freshwater education at the tertiary and vocational education levels developed and implemented 	<ul style="list-style-type: none"> – <i>international education review task force on undergraduate and post-graduate water education for IWRM at the country level made operational; and policy documents produced in at least five least developed countries</i>
<ul style="list-style-type: none"> ■ Enhanced capacities for water education for schools, children and youth 	<ul style="list-style-type: none"> – <i>one set of water education curricula tools, incorporating gender issues; at least two support materials for teaching of water issues</i>
<ul style="list-style-type: none"> ■ Enhanced water education for communities, stakeholders and mass media professionals 	<ul style="list-style-type: none"> – <i>at least 100 decision-makers trained on global changes, impacts and adaptation strategies for sustainable management of water resources and conflict management in Sub-Saharan Africa</i>

Main line of action 6: Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)

02060

Ecological and earth sciences in UNESCO develop theoretical and practical knowledge to support the sustainable use of natural resources, conservation and sustainable use of biodiversity, maintenance of ecosystem services and climate change mitigation and adaptation for the enhancement of human well-being. Following the 2010 International Year of Biodiversity (IYB) and as a contribution to the UN Decade on Biodiversity (2011-2020), MP II will lead the development of a UNESCO-wide coherent Biodiversity Initiative (BI), encompassing natural and social sciences aspects. Within MAB, BR are important sites for testing green economy initiatives for sustainable development through payments for ecosystem services, avoided deforestation and forest degradation and public-private partnerships for the sustainable use of biodiversity and natural resources. In the context of the UN Decade for Deserts and the Fight against Desertification (2010-2020) and in collaboration with partners, MAB will consolidate its S-S cooperation activities. Scientific studies will focus on the sustainable use of the natural resource base of BRs in specific ecosystems. Member States will be assisted in integrating BR and natural World Heritage sites as field observatories and pilot sites in

their collaboration with UN-REDD and similar climate change mitigation and adaptation financing mechanisms. In geosciences, research, education, capacity building and development projects of the IGCP focus on terrestrial resources use, the potential for geoengineering, geohazard monitoring, and paleoclimate modelling with a particular focus on Africa. The modernisation of earth sciences education in Africa will be prioritized through IGCP, geoparks and other earth sciences networks of UNESCO related to earth observation and earth system science. The use of space technologies to support World Heritage sites will continue in close partnership with space agencies, research institutions and the private sector. Such efforts will be expanded to other UNESCO concerns. Growing international interest to promote the use and application of green technologies requires the development of appropriate energy policies. UNESCO's contribution will focus on the development of local competencies and knowledge through capacity building of policy makers and energy sector managers to create legislative frameworks for the use and application of renewable energy sources and efficiency.

02061

In line with decisions of MAB governing bodies, the pioneering role of BR will be demonstrated through their combined functions as places for sustainable development, research sites on natural resources management and for environmental conservation. Activities will be undertaken in situ through MAB's WNBR networks, building web-based platforms for joint learning and sharing of experience and local (BR), national, regional and global consultations and dialogue. The designation of new BR by UNESCO and the provision of MAB awards will enhance the sharing of best practices for sustainable development for the benefit of Member States.

Expected result 19: Use of biosphere reserves as learning platforms and places for sustainable development broadened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Publications on use of BRs as learning places for sustainable development 	<ul style="list-style-type: none"> – <i>at least five video films on BRs diffused through Internet; collection of at least 30 case studies from BRs; Internet clearing house for BR managers created</i>
<ul style="list-style-type: none"> ■ Countries with new BRs designated as places for sustainable development 	<ul style="list-style-type: none"> – <i>at least 20 new BRs designated in all world regions</i>
<ul style="list-style-type: none"> ■ Provision of MAB Young Scientists Research Grants Awards and Michel Batisse Awards for case studies in BR management 	<ul style="list-style-type: none"> – <i>at least 20 MAB Young Scientists Research Grants Awards and two Michel Batisse Awards provided, half of them awarded to women</i>

02062

UNESCO earth sciences networks and partnerships will serve as fora for accelerating the reform process of the IGCP, initiated at the beginning of the current Medium-Term Strategy. IGCP's research, education and capacity building activities were tasked to become directly relevant for sustainable development with a particular focus on Africa. The IGCP is now the largest N-S and S-S network in earth system science, providing major contributions to address critical issues such as those linked to climate change mitigation and adaptation, geohazard monitoring and prediction, geoengineering and groundwater use. The partnership with MAB to use UNESCO earth sciences expertise to address mineral and hydrocarbon exploration and extraction issues in BR, will be further developed. The profile of the geoparks network in earth science education and capacity building will be raised. All activities for the modernisation of geoscience training and of earth system science research and education will be started in Africa and gradually expanded to other regions. Earth observation activities will be

reinforced through international partnerships developed in the framework of GARS, GEOSS and the Committee on Earth Observation Satellites (CEOS) programmes.

Expected result 20: Sciences research, education and capacity-building for sustainable development strengthened, with a particular focus on Africa

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Participation of developing countries, especially from Africa, in IGCP scientific research and capacity-building projects; collaboration between IGCP and MAB for resource extraction in protected areas 	<ul style="list-style-type: none"> – <i>at least 30 IGCP projects operational in fields of mineral resources, global change and geohazards with a doubling of participation of African scientists; organisation of the three IGCP-MAB joint workshops or initiatives on resource extraction</i>
<ul style="list-style-type: none"> ■ Creation of geoparks building on European and Asian experience in and networking activities between geoparks nationally and regionally 	<ul style="list-style-type: none"> – <i>at least two geoparks in Africa created and the first regional network in Latin America initiated</i>
<ul style="list-style-type: none"> ■ Earth Science Education in Africa implemented with training in earth resource mapping; networking of geoscience educational centres; preparation of earth system science curricula for secondary schools 	<ul style="list-style-type: none"> – <i>two regional, economic communities equipped to use modern data handling and field mapping in Africa; at least ten geoscience institutes networking on modernisation of earth science education; curriculum for teaching geology at secondary level</i>
<ul style="list-style-type: none"> ■ Capacities for production and use of earth observation data and built in framework of GARS, GEOSS and CEOS programmes 	<ul style="list-style-type: none"> – <i>at least ten new developing countries participating in international earth observation programmes</i>

02063

Multidisciplinary (including social sciences and cultural aspects) scientific findings on the status and trends of biodiversity and ecosystem services, plausible future scenarios and storylines and policy responses will be identified and brought to the attention of Member States. Collaboration will be maintained and reinforced with key UN partners. Ecological, socio-economic (including gender) and financial assessments of biodiversity and ecosystem services in BR will be undertaken involving scientists and other major stakeholders including local and indigenous communities. The use of the assessments in designing and planning green development in BR land and seascapes will be promoted through appropriate partnerships with local authorities, private sector and civil society organizations. UNESCO's long-term relationships with institutions such as ERAIFT and the UNESCO Chair on South-South Cooperation in the Amazon Basin will be used to design and develop new courses and curricula that would integrate these emerging concepts and notions in training policy and decision makers in sustainable development.

Expected result 21: Sustainable and Equitable use of biodiversity and ecosystem services strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Contribution to research and monitoring base underpinning Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) 	<ul style="list-style-type: none"> – <i>at least two case studies on biodiversity issues and at least three policy briefs</i>
<ul style="list-style-type: none"> ■ Pilot studies on natural resource management and green economies in drylands, tropical forests, mountains, urban areas and coastal areas and islands 	<ul style="list-style-type: none"> – <i>at least five regional and thematic research networks for sustainable development operational in all world regions</i>
<ul style="list-style-type: none"> ■ Workshops and publications on biodiversity sciences, environmental conservation and human well-being 	<ul style="list-style-type: none"> – <i>at least eight international workshops with results published</i>

02064

Activities shall contribute to the Global Climate Change Field Observatory of UNESCO sites flagship of the UNESCO Climate Change Initiative, including as recommended by the World Heritage Committee (Brasilia, July 2010), to use sites with World Heritage and BR designation to demonstrate World Heritage conservation in the context of regional sustainable development issues and opportunities. Site-specific assessments will help to attract funding from international financing modalities such as UN-REDD. To this end, UNESCO will participate in the meetings of policy organs of UN-REDD and other international climate change mitigation and adaptation financing mechanisms, including the UN Collaborative Programme on Community-Based Adaptation to Climate Change in Developing Countries (UN-CBA). The observatory will contribute to maximizing the comparative advantages of UNESCO's action focused on addressing the environmental, socio-economic, and cultural impacts of climate change from local to international levels. It also strives to demonstrate the value added of UNESCO's sites for integrated management at the landscape level and to increase the visibility and the use of the these sites as priority references for monitoring and adapting to climate change across a wide range of representative ecosystems and through dialogue among all the relevant stakeholders, including local and indigenous communities.

Expected result 22: Biosphere reserves and natural World Heritage sites integrated, in collaboration with UN-REDD and similar climate change mitigation and adaptation financing mechanisms

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Joint research and conservation activities between BRs and natural World Heritage sites 	<ul style="list-style-type: none"> – <i>at least six joint activities</i>
<ul style="list-style-type: none"> ■ Initiatives between BRs and natural World Heritage sites in the context of UN-REDD and UN-REDD+ 	<ul style="list-style-type: none"> – <i>at least four initiatives operational by MAB/ ICC, the World Heritage Committee or both</i>

02065

UNESCO now has an operational network of space partners, comprising space agencies, space research institutions, universities, and the private sector. Projects monitor World Heritage sites and provide capacity building, outreach, and educational activities, using remote sensing and other space-based technologies. The vast potential of satellite images to easily tell stories affords UNESCO greater visibility, brings space S&T to universities and makes it available to the public. An extended role for the UNESCO space partners is planned by supporting selected Member States in strengthening national science policies based on sound scientific data derived from space technologies. With this objective, World Heritage sites can be used as in situ cases to develop, jointly with Member States, case studies concerning changes in forest cover, urban growth, coastlines etc. due to, for example, climate change or natural disasters.

Expected result 23: Management of natural and cultural World Heritage sites enhanced through a network of space science and space technology partners

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Joint activities with space partners to improve management, conservation, and dissemination of information about their cultural and natural heritage assets 	<ul style="list-style-type: none"> – <i>at least 20 countries utilizing the data generated</i>
<ul style="list-style-type: none"> ■ Increased commitment from space partners 	<ul style="list-style-type: none"> – <i>establishment of one new category 2 centre; drafting of an International Charter on ‘Space for Heritage’</i>
<ul style="list-style-type: none"> ■ Space technologies shared with universities and outreach activities benefitting from space technologies 	<ul style="list-style-type: none"> – <i>two international seminars, workshops, training courses; two exhibitions for general public</i>

02066

Enhancing Member States’ capacities and policies for renewable energy will involve support to international high-level expert meetings and specialized events as well as advisory services for the promotion of national and regional policies and strategies for renewable energy and energy efficiency. It will also entail the organisation of regional expert and decision-makers’ meetings and seminars and sharing of relevant knowledge and best practices. Emphasis will be placed on responding to Africa’s needs. Raising awareness of women and youth on renewable energy opportunities and the promotion of S-S and N-S-S partnerships in this area will also be given particular attention.

Expected result 24: Knowledge base and policies for renewable energy and energy efficiency promoted

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Support for renewable energy policies and regional entities provided with technical cooperation and policy advice 	<ul style="list-style-type: none"> – <i>At least two policy documents produced</i>
<ul style="list-style-type: none"> ■ Innovative experiences and best practices identified and shared 	<ul style="list-style-type: none"> – <i>at least one publication on best practices: at least one learning material or tool</i>

Main line of action 7: Natural disaster risk reduction and mitigation

02067 Vulnerability to natural hazards is unabated. UNESCO's intersectoral approach to disaster mitigation and vulnerability reduction will help build capacities and foster partnerships using S&T. In the study of natural hazards, the Organization will build on the networks of its international scientific programmes and support risk mitigation measures through innovation, engineering and ICTs. Capacity building at regional and country levels, including early warning systems for geohazards and floods, will be promoted and policy guidelines developed. Activities will contribute to adaptation to climate change, including on SIDS. The alleviation of risks from floods and droughts in Sub-Saharan Africa will be a priority. Risk reduction efforts in post-disaster situations may be undertaken at the request of Member States. The gender perspective and the role of youth in building a culture of disaster resilience will be strengthened. Participation in the common country approaches for disaster mitigation, such as CCA/UNDAF will be increased.

02068 UNESCO will contribute to strengthening international and regional networks and partnerships for disaster resilience by facilitating collaborative hazard risk assessment and mitigation mechanisms and activities. UNESCO will provide catalytic and financial support to activities of existing platforms, and networks and support surveys and feasibility studies pertaining to the study of geohazards and efforts to mitigate their impact. It will encourage cooperative mechanisms involving scientists, decision makers and risk managers, who operate through national, sub-regional, regional and international partnerships on disaster risk reduction. Gender-responsive approaches to disaster risk reduction will be promoted through education and disaster preparedness activities.

02069 UNESCO will provide advice for assessing hazard risk and strengthening disaster resilience at local and national levels. The Organization will participate in efforts to elaborate strategies for disaster risk mitigation and preparedness and will contribute to initiatives promoting capacity building for vulnerable communities. Upon request the Organization will provide guidance and coordination in science domains to enhance disaster prevention and mitigation efforts through lessons learned from post-disaster studies and integrate such lessons into disaster mitigation efforts. UNESCO will contribute to proposals within the common country programming framework of UN country teams to infuse disaster risk reduction approaches into CCA/UNDAF documents, especially for disaster-prone countries.

Expected result 25: Disaster resilience, disaster risk assessment and impact mitigation enhanced, including through participation in UN common country approaches

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Countries actively participating in the networks 	<ul style="list-style-type: none"> – at least ten countries involved in global initiatives; three sub-regions involved in regional and sub-regional initiatives
<ul style="list-style-type: none"> ■ Countries and institutions supported in disaster risk reduction, including outreach for women's participation 	<ul style="list-style-type: none"> – at least three countries affected by natural disasters supported; ten countries supported in disaster resilience and risk mitigation efforts, including through CCA/UNDAF; ten institutions supported in disaster risk mitigation

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Disaster risk reduction component included in CCA/UNDAF in disaster-prone countries 	<ul style="list-style-type: none"> – <i>at least three countries</i>

02070

UNESCO will provide guidance on the implementation of best practice and capacity development to produce national country reports on flood risk assessment and socio-economic impacts. UNESCO will develop the human and technical capacity of public institutions to understand and address immediate glacial lake outburst flood (GLOF) risks. UNESCO will foster scientific and technical capacity building and provide technical cooperation to enable countries to prepare national flood and drought preparedness guidelines and standards, and to develop strategies for groundwater resources management under emergency conditions. The latter will consider factors to reduce the effects of water hazards in the most vulnerable environments and communities.

Expected result 26: Scientific knowledge base and adaptation capacity of Member States for water hazards at regional and country levels improved

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Strengthened hydrological services and communities responding to GLOF, floods and drought risks 	<ul style="list-style-type: none"> – <i>three African countries using Drought Monitor remote sensing techniques; two guidelines developed for flood and drought management; risk and hazard maps for two mountain valleys with the highest GLOF risk</i>
<ul style="list-style-type: none"> ■ Education and capacity-building concerning impacts of water hazards on water resources management, including development of adaptation strategies. 	<ul style="list-style-type: none"> – <i>a knowledge base on floods constituted, including a set of computational tools for applications.</i>
<ul style="list-style-type: none"> ■ Groundwater studies on hotspots in areas prone to natural hazards. 	<ul style="list-style-type: none"> – <i>at least five country studies on strategic management of aquifer systems for access to groundwater resources.</i>

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

02101 The UNESCO-IHE Institute for Water Education became a category 1 UNESCO institute in 2003. The Institute provides postgraduate and tailor-made training programmes in the fields of water, environment and infrastructure; conducts scientific and applied research; implements an institutional capacity building and human resource development programme; participates in policy development; and offers advisory services worldwide, particularly for the benefit of developing countries and countries in transition. The Institute is unique in the UN system for delivering fully accredited M.Sc. and Ph.D. degrees. Funding is provided exclusively from extrabudgetary sources. The Institute will continue to build global capacity in the water sector along four lines:

Education

02102 The Institute will offer degree programmes at the M.Sc. and Ph.D. levels. The accreditation of the M.Sc. programmes will be reviewed during 2012-2014 towards their renewal. The accessibility of tertiary water education will be further improved by increasing the number of joint programmes offered in collaboration with partner institutions from the South, establishing a network of mirror sites in different parts of the world, and by increasing the flexibility of the educational offerings in terms of distance education, funding modalities, and exchange of credit points.

Research

02103 As part of the Medium-Term Strategy of IHE, the main research themes are: water security, environmental integrity, urbanization, water management and governance, and information and communication systems. Within these themes, the UNESCO-IHE will spearhead research on climate adaptation, urban water management, water governance, flood resilience and pro-poor sanitation. The Institute will increase the number of students in its Ph.D. programme and sustain the high level of publications in peer-reviewed journals.

Capacity development

02104 Through capacity development projects, UNESCO-IHE supports water sector institutions and helps set up water education and research at local universities. The Institute will consolidate its project portfolio and intensify cooperation with selected southern partners to jointly develop capacities with organizations in the South.

Partnerships and networks

02105 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. UNESCO-IHE also will continue to intensify cooperation with various UNESCO category 2 centres. An important cooperation concerns the development of staff capacities of the Brazilian HidroEx institute, including training of trainers, developing tertiary water education curricula and research facilities. With the UNESCO Centre for Water Law, Policy and Science in Dundee, UK UNESCO-IHE will continue to offer a Masters' programme in Water

Conflict Management and with ICHARM in Japan UNESCO-IHE will expand joint training in the field of climate adaptation.

Expected result 1: Sustainable development enhanced through water education and training, primarily in developing countries

Performance Indicators:

- Over 400 water sector professionals from developing countries trained at M.Sc. level
- Over 1,000 water sector professionals from developing countries trained in short courses
- More than ten partner universities in the South delivering joint M.Sc. programmes with UNESCO-IHE

Expected result 2: 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 400 M.Sc. theses written, all addressing water issues relevant for development
- A minimum of 30 Ph.D. theses completed by research fellows at UNESCO-IHE, all addressing water issues relevant for development
- A minimum of 250 scientific publications in peer-reviewed journals

Expected result 3: Capacity to support local water-related organizations increased.

Performance Indicators:

- UNESCO-IHE serves as a global campus, with mirror sites in different regions and a network of local knowledge institutes
- Regional capacity development networks supported
- Several new water education programmes established with partner universities in the South

Abdus Salam International Centre for Theoretical Physics (ICTP)

02201 The Abdus Salam 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. ICTP has contributed to the advancement of basic sciences in the developing world, organizing many regional activities in these countries and providing excellent research conditions for their scientists through long-term visits to its Trieste campus. In this way, ICTP has helped these scientists to keep active in research, and contribute more efficiently to capacity building and development of their native countries.

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 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 conferences, workshops and schools in many areas of basic and applied sciences, ranging from its main research subjects to medical physics, computation, biophysics, nuclear physics and nanotechnology including interdisciplinary areas. In addition, ICTP has regular postdoctoral fellows, as well as short-term and long-term visitors.

02204 ICTP will continue to give priority to Africa, to LDCs, and to female scientists, in order to at least maintain the results achieved in recent years. The number of applications for training activities received by ICTP from Africa has nearly doubled, from 1096 in 2000 to 1949 in 2009. Over the past nine years the number of women participating in ICTP activities has increased steadily and now stands at 20%. In 2009, the percentage of women participation in the ICTP/IAEA STEP Programme reached 35%. The Centre will continue to pursue efforts to increase the participation of women scientists in its programmes.

02205 ICTP aims for a leading role in promoting better working conditions for scientists in the developing world. ICTP aspires to assist science policy makers and scientists in the creation of regional centres of excellence and active scientific networks. To confront these new challenges, ICTP will collaborate with scientists in emerging economies, thus assisting the poorest regions in Africa, Latin America and Asia whilst also strengthening research activities in Trieste. All its activities and its strategy are in line with and support UNESCO's global priorities while upholding its five established functions (laboratory of ideas, standard-setter, clearing house, capacity-builder, catalyst for international cooperation).

02206

ICTP shares common interests and objectives with the Division of Basic and Engineering Sciences through the IBSP, the Division of Ecological and Earth Sciences, the Division of Water Sciences, and the IOC, and will contribute to joint activities while exploring other modalities to further 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 will continue its involvement in the SESAME programme and will expand its cooperation with the European Organization for Nuclear Research (CERN). It will actively seek to increase collaboration with other scientific institutions and has signed agreements with important institutions; following the successful “ICTP after 45: Sustainable Development for a Changing World” conference in late 2010, more agreements will follow. ICTP already collaborates closely with the AU and NEPAD. These collaborations ensure ICTP contributes to specific country needs in science.

02207

Through agreements with national or high level entities, and by establishing ICTP regional branch institutes and centres of excellence, ICTP will support developing countries in implementation of STI policies, the building of related capacities, promoting excellence and regional collaboration and networks. Furthermore, by developing improved internet-based techniques and new e-learning methods it will increase access to scientific knowledge and supplement resources already available in the traditional classroom. In this context and in the area of the physical sciences and mathematics, it will coordinate with UNESCO and other institutions in a coherent programme of scientific education for teachers and create a library and/or archive of on-line videos by subject for various levels.

02208

The ICTP will also organize conferences, workshops and schools for scientists, especially from developing countries, and host similar events. The existing TRIL will be expanded to TREL (Training and Research in European Laboratories). In addition the ICTP will initiate a programme on energy and sustainability, an important topic for developing countries with special needs for energy use and production. The programme will complement existing activities within its Earth System Physics and Condensed Matter Physics Sections. In this context, the Centre envisages the expansion of the current activities in its Earth Systems Physics Section within oceanography, the study of climate impacts on water resources, food production, health, as well as climate-lithosphere interactions. Such new interdisciplinary research will meet the increasing interest in possible interactions between climate (and climate change) and seismic activity. In the area of natural disaster risk reduction and mitigation, it will continue its engagement in programmes such as creating a pan-African network in climate modelling to identify African end-user groups and address their needs.

Expected result 1: STI policies implemented, related capacities built, excellence promoted and regional collaboration in developing countries supported

<i>Performance Indicators:</i>
<ul style="list-style-type: none"> ■ ICTP regional branch institutes or centres of excellence established ■ Agreements with national or senior scientific entities established

Expected result 2: Access increased to scientific knowledge for scientists and science educators especially from developing countries

Performance Indicators:

- High-level training activities organized
- Library and/or archive of on-line videos organized by subject and level
- Ph.D. programme at ICTP established
- Programme on energy and sustainability initiated
- Coherent programme of science education for teachers organized
- Library and/or archive of on-line videos established

Expected result 3: Programmes on natural disaster risk reduction and mitigation and the impacts of climate change on water resources, food production and health, offered with the needs of end-user groups identified and addressed

Performance Indicators:

- Activities within the Earth System Physics Section developed
- Pan-African network in climate modelling supported

MP III

Social and human sciences

Major Programme III

SHS 1

Regular Budget								
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$	\$	\$
Activities	9 671 800	–	9 671 800	301 500	669 800	10 643 100	(1 064 300)	9 578 800
Staff	19 982 300	228 000	20 210 300	948 300	(169 800)	20 988 800	–	20 988 800
Total, Major Programme III	29 654 100	228 000	29 882 100	1 249 800	500 000	31 631 900	(1 064 300)	30 567 600

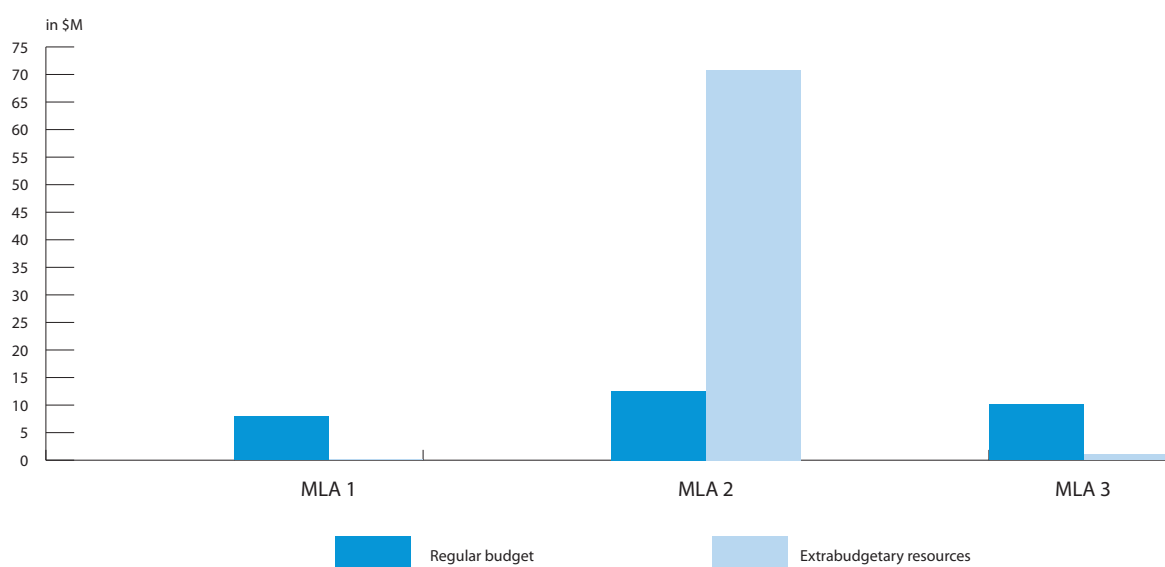
For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

Main Line of Action	Regular Budget		TOTAL	Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	36 C/5 Proposed	
	\$	\$	\$	\$
MLA 1 Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics	2 729 900	5 175 000	7 904 900	92 500
MLA 2 Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth	3 604 100	8 986 600	12 590 700	70 837 200
MLA 3 Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities	3 244 800	6 827 200	10 072 000	977 200
Total, Major Programme III	9 578 800	20 988 800	30 567 600	71 906 900

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of resources

Total resources (staff and activities)

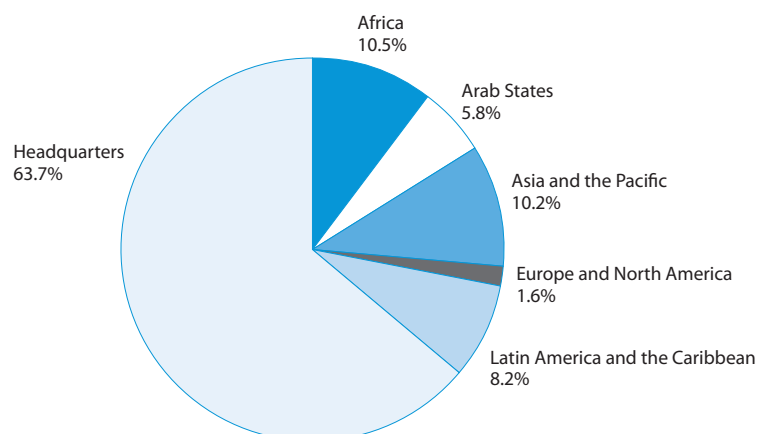


Decentralization of budget and established posts by implementing region								
Implementing Region/Headquarters	36 C/5 Proposed						Total	
	Activities		Staff					
	\$	Weight	\$	Weight	Posts ⁽¹⁾	\$	Weight	
Africa	1 545 000	16.1%	1 676 200	8.0%	7	3 221 200	10.5%	
Arab States	845 000	8.8%	921 400	4.4%	3	1 766 400	5.8%	
Asia and the Pacific	905 000	9.4%	2 207 700	10.5%	7	3 112 700	10.2%	
Europe and North America	370 000	3.9%	120 300	0.6%	1	490 300	1.6%	
Latin America and the Caribbean	965 000	10.1%	1 531 600	7.3%	5	2 496 600	8.2%	
Total, Field	4 630 000	48.3%	6 457 200	30.8%	23	11 087 200	36.3%	
Headquarters	4 948 800	51.7%	14 531 600	69.2%	61	19 480 400	63.7%	
TOTAL (Headquarters + Field)	9 578 800	100.0%	20 988 800	100.0%	84	30 567 600	100.0%	

⁽¹⁾ In addition to the posts funded from the regular budget, 2 posts are funded from the PSC income.

Distribution of resources by Region and Headquarters

Regular budget



General comments

The Social and Human Sciences Sector has set aside 10% of its activities budget to implement a number of activities through the Intersectoral Platforms and will also reinforce interdisciplinary efforts in support of Africa, gender equality, youth and the most vulnerable segments of society, LDCs, SIDS, and countries in post-conflict and post-disaster situations.

MP III has assigned 41.2% of its total regular programme resources to MLA2, 32.9% to MLA3 and 25.9% to MLA1 to manage the specific objectives and modalities of the three Main Lines of Action of the draft 36 C/5.

The above chart shows the decentralization situation of the total budget of the Sector. With regard to the activities budget only, the rate of decentralization has increased from 47.9% in the 35 C/5 to 48.3% in the 36 C/5. Priority is placed on Africa as the main decentralized region with a rate of 16.1% in the 36 C/5 in comparison to 14.8% in 35 C/5. The rate of decentralization to Latin America and the Caribbean is 10.1%, followed by Asia and the Pacific with 9.4%, Arab States with 8.8% and Europe and North America with 3.9%.

Overall, MP III benefits from 84 established posts funded from the regular budget and two posts funded from the PSC income. In comparison to the 35 C/5, the number of posts has been reduced at Headquarters by two posts and has increased by one post in Africa.

For information, decentralized resources represent staff physically present at Field Offices and activities implemented by Field Offices. In addition, there are staff resources at Headquarters and funds earmarked for global and regional activities which are also of benefit to the regions.

Major Programme III

Social and human sciences

Reinforcing impact in 2012-2013

03001

The work of the Social and Human Sciences Sector will address emerging social and ethical challenges, which constitute Overarching Objective 3 of the Medium-Term Strategy 2008-2013 (34 C/4), with due regard for the mobilization of social and human science knowledge for sustainable development (contributing to Overarching Objective 2) and for the fostering of a culture of peace (contributing to Overarching Objective 4). Building on the achievements of the programme as implemented between 2008 and 2011, MP III will contribute as follows to the expected results of the 34 C/4, within an overarching human rights framework.

- International debate having been stimulated on bioethics, environmental ethics and ethics of nanotechnologies, emphasis will be put on support for pertinent national action to embed ethical principles in routine institutional practices.
- Results of scientific research on the social dimensions of sustainable development, in particular regarding poverty-related issues, will be disseminated and capacity-building support for the establishment of national research systems will be provided.
- Successfully established mechanisms for international cooperation in philosophical reflection, including the International Network of Women Philosophers, will be mobilized to enhance critical understanding of contemporary and emerging social and ethical challenges in the service of a culture of peace.

03002

Within the framework of the 34 C/4, the MP III 36 C/5 is based on a new planning process, reflecting the spirit of the Independent External Evaluation, and includes a number of innovative features. In particular, MP III now offers:

- **stronger integration**, for instance ensuring an explicit connection between environmental dynamics and social transformations; emphasizing the city as a key site of environmental change, social inclusion/exclusion, and transformation of social and cultural structures; and stressing youth as a force for peace and social change;
- **enhanced focus**, exploiting key intersections, such as the relation between social inclusion and anti-discrimination at city level; social change to promote peace and non-violence through youth; the connection between the dynamics of growth and innovation and robust national social science capacities; and sport as lever for social transformation;
- **improved articulation** of cross-cutting themes such as development, global environmental change, and foresight, to enhance synergies and programme delivery;
- **more practical emphasis** on specific and feasible deliverables in all programme areas, with particular reference to capacity-building.

03003

Contemporary societies are undergoing rapid transformations in response to a series of distinct but interrelated dynamics that offer the potential for social change conducive to peace, non-violence, sustainable development, justice and respect for human rights, but also give rise to major threats. Demographic change, urbanization, competition for scarce resources, migration and diversity – these are among the pressures that, if inadequately managed, may foster intolerance and conflict. Nothing in the dynamics of contemporary social transformations guarantees that they will be consistent with or conducive to the ethical principles by which the international community defines itself. Young people typically bear the brunt of these pressures, and will inherit their consequences, but also have the potential and energy to respond in innovative ways that can genuinely transform their societies.

03004

In order to analyze such challenges, to make sense of their implications and to respond to them adequately, the resources of the social and human sciences are indispensable. Yet, as shown by the *World Social Science Report*, published in 2010, major gaps remain in the social science knowledge base, regional coverage is sharply skewed, and relevant knowledge is not systematically used to leverage the positive social transformations that it has the potential to enable. Similarly, the humanities – in particular philosophy, which has a crucial role to play in promoting critical thinking – have a major contribution to make to global, regional and national responses to contemporary social and ethical challenges

03005

At the most general level, Major Programme III is therefore shaped by a dual objective:

- to contribute to enhancement of the social and human sciences knowledge base,
- to foster knowledge transfer to relevant policy communities in order to leverage social transformations conducive to universal values of justice, freedom and human rights.

03006

Biennial sectoral priorities for 2012-2013

Biennial sectoral priority 1:

Promoting the ethics of science and technology.

Biennial sectoral priority 2:

Supporting Member States in their responses to social transformations, notably to promote democracy and sustainable development for the consolidation of a culture of peace and non-violence.

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).

03007

The overall effectiveness of MP III will be enhanced by building on the interdisciplinary approach of the social and human sciences in order to grasp the complexity of ethical challenges and social transformations in the contemporary world. In all its components, MP III will therefore put in place intra-and intersectoral working methods, integrating indispensable cross-cutting approaches in addition to the specific objectives and modalities of the three Main Lines of Action. Cross-cutting interdisciplinary efforts will focus in particular on the needs of Africa, women, youth and the most vulnerable segments of society, LDCs, SIDS, and countries in post-conflict and post-disaster situations.

03008

MP III will put special emphasis on a human rights-based approach (HRBA) to programming within the context of UN human rights mainstreaming at country level, with particular reference to HRBA training within UNESCO and in other agencies and partners, especially at the country level. Emphasis will also be put on deployment of tools to empower vulnerable segments of society in post-conflict and post-disaster situations.

03009

Social transformations and ethical challenges will be envisaged by MP III within a comprehensive sustainable development framework that connects them to the Millennium Development Goals and other internationally agreed development goals. The requirement to place human beings “at the centre of concerns for sustainable development”, as expressed by Principle 1 of the 1992 Rio Declaration on the Environment and Development, points to the need to mobilize the social and human sciences to promote a qualitative, and thereby ethical and human rights based, rather than merely quantitative approach to development. MP III will thus contribute directly to rethinking humanism in the face of the challenges of the 21st century.

03010

A comprehensive approach to development in terms of social transformations requires innovation both in thinking and in action. Fragmented understanding of and responses to comprehensive and cross-cutting dynamics do not offer solutions – they are part of the problem. Conversely, social innovation

in the face of contemporary challenges calls for articulation of fresh thinking with an experimental, context-sensitive approach to policy design and social engagement, based on recognition of the limits of technical expert knowledge and the untapped potential of lay knowledgeability. This social innovation perspective will run through MP III.

03011 Some key ethical challenges are well identified in relation to the social transformations from which they spring and to which they contribute. For example, the issues and principles of bioethics have a clear conceptual basis and modalities for action, which are dealt with under MLA 1 below. Other challenges of an emerging or speculative nature may be poorly identified or understood, although their social implications may become significant over a fairly short timeframe. For this reason, MP III will put cross-cutting emphasis on a foresight approach encouraging critical and historically informed thinking, drawing in particular on philosophy, to identify and respond to emerging social and ethical challenges on an innovative, pluralistic, multicultural and multidisciplinary basis.

03012 Global environmental change – including processes such as biodiversity loss, freshwater scarcity and climate change – is a major driver of social transformation. It gives rise to ethical challenges that need to be grasped within a framework of critical thinking. In view of its comprehensive and wide-ranging implications, global environmental change must be recognized as an essentially social process. Major Programme III will therefore address global environmental change (GEC) as a cross-cutting challenge calling upon the resources of the social sciences, environmental and development ethics, and critical thinking in the humanities. Global environmental change is central to MDG 7 as well as to LDC priorities, as indicated by the outcome document of the September 2010 MDG review summit and by UN General Assembly Resolution 65/1. It also connects directly to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of SIDS, as reviewed and reaffirmed in September 2010, as well as to the concerns about climate change and development expressed by the UN General Assembly in Resolution 65/159.

03013 Recognizing the fragility of peace based solely on a balance of power, MP III will direct its activities towards improved understanding and practical promotion of the conditions for a culture of peace. The orientation of science and technology towards peace and the benefit of humankind as a whole will be promoted and supported on the basis of internationally agreed ethical principles. In the context of the defence and promotion of human rights, including particularly the prevention of violence against women, reconciliation and democracy will be fostered notably through philosophical dialogue as well as youth empowerment and civic engagement. Practical policies to foster social inclusion, which constitutes a crucial background condition for a culture of peace, will be supported both by the human rights based approach to democracy, reconciliation and dialogue and by the contribution of the social sciences to understanding the dynamics and tensions that threaten inclusion in contemporary societies.

03014 With respect to Africa, there will be targeted interventions under each MLA. In addition, MP III will implement a cross-cutting ethically informed emphasis on development, environmental and social change, and foresight, which will be of direct benefit to Africa in terms of mapping possible futures and contributing to the new imagination required for Africa to take charge of its future. The outcomes of the critical thinking promoted in this regard, with the active involvement of African intellectual communities, will be disseminated in Africa through the range of field activities under each MLA as well as publications and the development of online resources.

03015 Within the Priority Gender Equality Action Plan 2008-2013, contributing to MDG 3, MP III will cooperate as appropriate with regional gender research networks and programmes to explore the challenges to women's and girls' enjoyment of human rights in the context of conflict and post-conflict, with particular emphasis on the prevention of violence against women and girls. Gender concerns

will also be mainstreamed into activities dealing with migration, environmental issues, youth, sport and bioethics. In each case, the issue is to conduct gendered analysis of the social transformations and ethical challenges in order to identify specific gender dimensions that can be addressed through appropriately targeted policies. Raising awareness about such policies and promoting and supporting their adoption constitute tangible contributions to enhanced gender equality.

03016 Youth will be a central concern for MP III in all its activities. The currently high proportion of young people in the populations of many developing countries is, at national level, both a challenge and an opportunity. Youth should not be seen as a social group but as a constructed category. Nonetheless, if differentiation among young people is grasped at the policy level, and with the right investment, young women and men can be the lever for social change that develops a culture of peace and tolerance. By providing opportunities for youth to engage constructively in their societies, MP III will contribute to mitigation of risk factors, particularly violence among youth, and help to realize Internationally Agreed Development Goals. MP III will therefore seek to encourage policy-makers to be mindful of the co-benefits that can flow from capitalizing on the energy, innovation and dynamism of youth. Across MP III, the concern for youth will emphasize the legacy for sustainable development, peace, democracy, and reconciliation, from engaging youth as key partners in the development of their societies, using in particular the UNESCO Youth Forum as a platform for networking, participation and action, as well as the leverage offered by entry points such as sport and antidoping.

03017 In relevant areas, MP III will leverage positive social transformations by tapping into the potential of sport to enhance social capital, with particular reference to the concerns about peace and development expressed in UN General Assembly Resolution 65/4. In addition to the values fostered by active participation in sport, the social organization of sport at the amateur level mobilizes large numbers of committed volunteers developing skills and networks that are transferable to other areas of social engagement. Commitment to action against doping in sport responds directly to the same concerns, by underwriting the integrity not just of the values but also of the institutions and practice of sport at all levels.

03018 With the objective of ensuring activity design on the basis of state-of-the-art knowledge, emphasis will be placed on building, in areas relevant to MP III, a critical mass of content derived from social and human science research. With respect to disseminating and sharing knowledge and available information stemming from programme implementation, greater use will be made of ICTs, including web-based dissemination, social networking and remote education. Opportunities will also be sought for further enhancement of ICT mobilization in areas such as promotion of data aggregation and semantic analysis on available content, web-based learning, open access, virtual conferencing, and on-line virtual libraries.

03019 In all its activities, MP III will operate through partnership as a strategic approach not just to leverage resources but also to consolidate and mobilize communities of concern around shared objectives. To that extent, partnerships with NGOs, the private sector, professional bodies, parliamentarians, and multilateral institutions, will serve as a capacity-building mechanism, in particular within the framework of South-South cooperation. Selected partnerships will be further reinforced and enlarged to bring in other partners, including as appropriate the media, to ensure programme relevance, more effective implementation and better interconnectivity.

03020 In reflecting on key issues and priorities as well as in detailed activity design, MP III will work closely with National Commissions, UNESCO Chairs and category 2 centres. Joint work with UN agencies will also be favoured as a mechanism to ensure effective UNESCO delivery in areas of shared competence or overlapping concern, whether through existing bodies or on an ad hoc basis, including in particular

through the Interagency Committee on Bioethics, the Interagency Task Team on the Social Dimensions of Climate Change, the Interagency Network on Youth, and the Global Migration Group.

03021 Increased impact at country level will be sought through enhanced cooperation with the United Nations system in the framework of Delivering as One. In contributing to Common Country Assessments (CCA) and United Nation Development Assistance Frameworks (UNDAF), MP III will in particular advocate the human rights approach to programming. Activities will also build capacities at country level to understand and respond to ethical challenges and social transformations, as well as the role that young people can play in the process of democracy, reconciliation and culture of peace and non-violence.

03022 In line with UNESCO-wide efforts, MP III will target efforts to sensitize the media and identify target audiences that can be reached through appropriate media outreach. To this end, MP III will also promote and foster an active and informed involvement of relevant stakeholders in programme reflection, design, delivery and assessment.

03023 Based on the achievements of the 35 C/5, and taking account of the shared and cross-cutting objectives and modalities summarized above, MP III will structure its work along **two Biennial Sectoral Priorities** and **three Main Lines of Action**.

Biennial sectoral priority 1: Promoting the ethics of science and technology

Main line of action 1: Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics

03024 Using all relevant intellectual and technical resources at its disposal, and especially international expert bodies, such as the International Bioethics Committee (IBC), the Intergovernmental Bioethics Committee (IGBC), the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) and the UNESCO Chairs, MP III will operate at four levels, each connected to specific Strategic Programme Objectives:

- as **laboratory of ideas**, by supporting prospective studies and foresight with respect to new and emerging ethical challenges, in particular within the framework of an ethical approach to development (SPO 8);
- as **standard setter**, by promoting existing normative instruments in the field of bioethics (the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data, the Universal Declaration on Bioethics and Human Rights) and science ethics (the 1974 Recommendation on the Status of Scientific Researchers and the 1999 Declaration on Science and the Use of Scientific Knowledge), and by exploring the possible relevance of normative instruments in environmental ethics (SPO 6);
- by **capacity-building**, focusing in particular on supporting the development of bodies, institutions and policies at national level to enable developing countries to address the ethical challenges of science and technology (SPO 6, as well as specific contributions to SPOs 3, 5 and 7 in the respective policy areas);
- by **education and awareness-raising**, to ensure that relevant audiences are familiarized both with key ethical challenges and with the resources available to address them (SPO 6).

03025

The MLA will contribute to four intersectoral platforms: Priority Africa; contribution to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of SIDS; support to countries in post-conflict and post-disaster situations; and climate change mitigation and adaptation. 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, in collaboration with ECOSOC.

03026

Understanding of and responses to the major ethical issues raised by science and technology will be enhanced by focusing on selected areas such as the dissemination and promotion of normative instruments in the field of bioethics, establishment of national bioethics committees and ethics education. Priority will be given to increasing the pace of coverage of capacity-building activities, particularly in Africa and LDCs. The role of gender perspectives and human rights standards will be reinforced in capacity-building efforts aimed at providing responses to bioethical challenges. The work of the National Bioethics Committees established or supported by MP III contributes directly to MDGs 4 and 5 in so far as Article 14 of the Universal Declaration of Bioethics and Human Rights enshrines the principle of social responsibility, which underpins proper and equitable access to health care and medication for all and particularly for women and children.

Expected result 1: Capacity of Member States enhanced at national level to identify and address bioethical challenges with due regard to appropriate human-rights and gender equality frameworks

Performance indicators

- Number of countries supported in the establishment and capacity-building of National Bioethics Committees
- Number of policy documents produced by IBC and IGBC relating to identification of specific bioethical challenges and appropriate human-rights and gender-sensitive responses to them
- Impact of IBC and IGBC policy documents in the media and in relevant policy processes

03027

Building on existing normative instruments that provide an ethical framework for science and on earlier work in the 34 C/5 and 35 C/5 to identify the key ethical challenges of development and the resources available to address them, activities in the ethics of science and technology will aim at the development of practical tools (such as methodological guidelines, protocols for technical support, online source materials and background information etc.) to support policy design and implementation, with particular reference, in light of MDG 7, to human rights based responses to the distinctive needs of SIDS and LDCs and taking account of the gender dimensions of environmental and technological change. Activities will be closely coordinated with MLA 3 as well as with international stakeholders, including for example UN agencies through the Task Team on the Social Dimensions of Climate Change, in order to facilitate mainstreaming of social, human and ethical concerns and effective coordination of resources and delivery. In view of the focus on SIDS and LDCs, activities in environmental ethics, with particular reference to global environmental change, will be set within a broader framework of ethics of development and will pay particular attention to disaster risk management and to the social, human and ethical dimensions of post-conflict and post-disaster response.

Expected result 2: Policies developed to respond to ethical development challenges arising from converging technologies and global environmental change

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of detailed policy briefs drafted on the basis of wide-ranging consultation and appropriately designed hybrid peer-review in relevant thematic areas (e.g. vulnerability, gender sensitivity, participation, discounting, policy integration...) and adopted on a pilot basis in Member States 	<ul style="list-style-type: none"> – adoption of two policy briefs in two different countries
<ul style="list-style-type: none"> Participation in and influence on interagency processes, with particular reference to the social dimensions of climate change, including gender differentiated impact, as assessed by UN outcome documents 	
<ul style="list-style-type: none"> Impact on global agendas with respect to the ethical challenges arising from converging technologies and global environmental change, as assessed by policy statements and documents from relevant stakeholders 	

03028

Building on an effective communication strategy, involving the media and web-based networks, the priority focus will be on enhanced information and improved training. The information base will be provided by the online Global Ethics Observatory (GEObs), focusing on key technical upgrades to enable decentralized data collection involving selected field offices (which will update GEObs for the regions they cover), UNESCO Chairs and other partners. Priority will be given to data collection in three areas: bioethics and human rights, bioethics and gender, and environmental ethics as part of the ethics of development. New modalities for data collection on ethics teaching programmes and ethics-related legislation and guidelines will also be explored and implemented. With respect to training, an integrated programme will be developed during the biennium both in bioethics and in the ethics of science and technology, combining conventional modalities of education and training with distance education and innovative dissemination of publications and technical documents, including open online platforms. Particular attention will be given to achievement of critical mass and to the establishment of innovative delivery mechanisms for activities decentralized to field offices related to supporting National Bioethics Committees, better coordination with National Commissions for UNESCO and UNESCO Chairs, and encouraging ethics education in Member States.

Expected result 3: Awareness raised among relevant policy communities, at the national, regional and global levels, about the ethical challenges of science and technology

<i>Performance indicators</i>
<ul style="list-style-type: none"> Number of users accessing the GEObs databases, with reference to qualitative information about their profile and uses of information accessed Number of persons trained Impact of training on change in policy process and education, as assessed by follow-up with trainees

Biennial sectoral priority 2: Supporting Member States in their responses to social transformations, notably to promote democracy and sustainable development for the consolidation of a culture of peace and non-violence

Main line of action 2: Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth

03029

Widespread social tensions, with increasing violence, intolerance, and inequality in connection with accelerated urbanization, migration, environmental change and other systemic factors, threaten the development of a culture of peace. Mobilizing philosophical reflection and critical thinking to enhance understanding of such current and emerging challenges, MPIII will contribute to promoting a culture of peace and non-violence by promoting international understanding of social inclusion as necessarily grounded on a solid framework of fundamental freedoms, human rights, democratic culture, reconciliation and dialogue. With this in mind, efforts will be made towards overcoming obstacles to the full enjoyment of human rights in the fields of competence of UNESCO, with particular reference to the right to enjoy the benefits of scientific progress and to freedom of expression for scientists, artists and intellectuals. A special emphasis will be put on the role youth and women can play as agents of change in societies. In particular, policies in favour of youth will be encouraged and young women and men will be empowered to actively engage in their communities, particularly in reconciliation and peace processes. Human rights mainstreaming will also be enhanced by continued investment in HRBA training. MP III will build on experience in prevention of violence among youth through North-South-South cooperation, especially with Africa, and through development of good practices and provision of advice to Member States with respect to civic engagement. Knowledge production and research will be supported to better understand the situation of youth and technical assistance will be provided to Member States in developing and reviewing related public policies, including through implementation of the Strategy on African Youth 2009-2013. Efforts to foster social inclusion will focus on the need to sustain the fight against all forms of discrimination, including, racism, xenophobia, intolerance, exclusion, and gender-based discrimination, segregation and violence, in compliance with the 2009 Durban Review outcome document, with a view to shaping an inclusive legacy that young people can carry forward and enhance. Given the importance of post-migratory patterns of inclusion in contemporary cities, particular emphasis will be put on designing inclusive, democratic and participatory policies or strategies at municipal level, working through the Coalition of Cities against Racism and Discrimination on the basis of the Ten-Point Plan of Action as well as through the mechanisms of the MOST programme.

03030

Human rights will be advanced by conceptual development, mainstreaming of human rights within UNESCO's fields of competence into policies and teaching, and training. Policy recommendations with regard to the right to enjoy the benefits of scientific progress and its applications will be elaborated and disseminated in partnership with the Office of the High Commissioner for Human Rights (OHCHR) and the United Nations Committee on Economic, Social and Cultural Rights (CESCR), seeking synergies as appropriate with COMEST, IBC, IGBC and MP II. Further synergies will be created with MP V for the promotion of the right to freedom of expression for intellectuals. Drawing on the agreement for renewed partnership with UNESCO Chairs, support will be provided for the mainstreaming of human rights within UNESCO's fields of competence, in relevant areas such as human rights and bioethics, in academic curricula. At the policy level, MP III will contribute to the

new mechanism for human rights mainstreaming of the United Nations Development Group and UN Delivering as One, within the framework of cooperation with OHCHR. MP III will also contribute as appropriate to the UNESCO contribution to the drafting of CCAs and the implementation of UNDAFs at the country level. In this context, MP III will advance the integration of a human rights-based approach (HRBA) into programming within the Organization and other partners, especially at the country level. Furthermore, HRBA training will continue to be provided, using ICTs where appropriate, including through increased use of online resources, and deploying newly developed and updated tools to empower vulnerable segments of society in post-conflict and post-disaster situations. Within the Priority Gender Equality Action Plan 2008-2013, gender equality is a fundamental human right, a commonly shared value and a necessary condition for the achievement of the Internationally Agreed Development Goals, including all Millennium Development Goals. MP III will cooperate as appropriate with regional gender research networks and programmes to explore the challenges to women's and girls' enjoyment of human rights in conflict and post-conflict situations, with particular emphasis on the prevention of violence against women and girls. MP III will network with centres in Kinshasa and Ramallah, providing technical support for the establishment in Kinshasa of a virtual network and library on gender.

Expected result 4: Human rights in the fields of competence of UNESCO advanced and integrated into policies in Member States

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of policy documents and reports of the UN system and Member States referring to the rights within UNESCO's fields of competence 	
<ul style="list-style-type: none"> ■ Number of new teaching programmes on human rights in the fields of competence of the Organization developed by UNESCO Chairs 	– 7 teaching programmes
<ul style="list-style-type: none"> ■ Number of UNESCO staff and UNESCO partners at national level benefitting from HRBA training 	– 90 staff and 25 partners at national level
<ul style="list-style-type: none"> ■ Number and scale of initiatives for the enjoyment of women's rights in conflict and post-conflict situations enhanced 	– one initiative at regional and four initiatives at national level

03031

Promotion of participatory policy-making will foster the social inclusion of vulnerable populations, consistently with the thrust of the 1995 Copenhagen Declaration on Social Development and the corresponding Programme of Action, as well as with the outcomes of the September 2010 MDG Summit. Particular focus will be placed on the gender dimension of this process, as women experience specific challenges in terms of integration and access to rights. Working proactively as the scientific and technical coordinator of Coalitions of Cities against Racism and Discrimination as well as through the mechanisms of the MOST Programme, UNESCO will provide, as appropriate, platforms to mobilize decision-makers at the municipal level and to reinforce their institutional capacities to adopt and implement relevant policies through the formulation of indicators and plans of action as well as the dissemination of good practices. Young people will be targeted by advocacy initiatives to combat racism and discrimination. Work in this area will build on the results from activities in previous biennia on the social inclusion of migrants. In this context, in co-operation with UN-HABITAT and UNESCO Chairs, efforts will be directed at improving the bridges between research results and urban public policies to fulfil an increasing expectation of authorities on how to maintain urban social cohesion. UNESCO will

promote the social inclusion and antidiscrimination agenda by leveraging major policy events, such as the 2012 World Urban Forum, the 2013 World Congress of United Cities and Local Governments and the Global Migration Group partners and research networks. In pursuing the objective of MDG 6, MP III will also contribute to the Global Initiative on Education and HIV/AIDS by collaborating with municipal authorities and local governments in the development and strengthening of strategies against discrimination towards people living with HIV and AIDS.

Expected result 5: Policies or strategies that support social inclusion, with particular reference to anti-discrimination, adopted by municipal authorities

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of municipalities engaged in the implementation of the regional Coalitions' ten-point action plans against discrimination and quality of reports received 	
<ul style="list-style-type: none"> ■ Feedback on use and usefulness of social inclusion tool-kits or materials developed for guidance to policy-makers 	<ul style="list-style-type: none"> - 2 sets of guideline material developed

03032

UNESCO will work to provide opportunities for youth to engage as partners in national and community development, peace and non-violence, capitalizing on their energy, innovation and interests. At policy level, UNESCO will support policy reviews and provide policy advice to Member States, as a way to promote an enabling, rights-based policy environment for youth to make successful transitions to adulthood and engage constructively in their societies. This work will place major emphasis on the promotion of gender equality among young people and will incorporate the body of knowledge acquired through violence prevention projects in Central America and the Great Lakes Region of Africa. The policy work will be complemented by programme initiatives, focused on equipping youth with skills and platforms to promote good governance, social cohesion, peace and non-violence, with specific emphasis on prevention of gender-based violence in conflict and post-conflict situations. The UNESCO Youth Forum will be central in this effort, particularly through its follow-up process. In Africa, UNESCO will focus on building the capacity of youth organizations and on promoting youth social entrepreneurship as a way to strengthen employability skills. UNESCO will also support South-South-North exchanges to develop good practices, disseminate knowledge on youth and promote interaction through knowledge platforms, new media and online social networks. On the basis of critical reflection, and in particular of philosophy, MP III will also work to provide opportunities for young women and men to appropriate democratic culture and to engage as partners in democratic processes, reconciliation, governance, peace and non-violence. To this end, tools analyzing and advocating different approaches involving youth in non-violent conflict resolution and reconciliation processes will be developed. This work will incorporate the body of knowledge acquired through projects on democracy, culture of peace, violence prevention and related issues. The tools will be made available to the interested parties through ICTs (knowledge platforms, new media and online social networks) and professional networks (such as academia, researchers, civil society actors and media), capacity-building initiatives and peer dialogues, particularly within South-South cooperation. In addition, academic cooperation programmes will be encouraged involving and bringing together students from conflict and post-conflict societies. Across these interventions, UNESCO will capitalize on the increasingly recognized social dimension of sport for youth engagement, particularly in terms of volunteerism, social entrepreneurship and the promotion of gender equality and women's empowerment. UNESCO will also capitalize on intersectoral initiatives to engage youth, including on TVET, culture, EDUCAIDS and the media.

Expected result 6: Social change conducive to peace and non-violence promoted through youth empowerment and engagement of young women and men in their communities

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number and scale of initiatives where youth engage in promoting social cohesion, development, peace and non-violence 	<ul style="list-style-type: none"> – <i>at least 5 community initiatives developed by 2013</i> – <i>at least 5 youth-led initiatives implemented in follow-up to the 2011 UNESCO Youth Forum</i>
<ul style="list-style-type: none"> ■ Take-up of policies and initiatives aimed at equipping youth with skills and capacities to promote peace and non-violence 	<ul style="list-style-type: none"> – <i>policy review or policy development processes initiated in 5 countries by 2013</i>
<ul style="list-style-type: none"> ■ Level and nature of follow-up of the Youth Forum recommendations by youth and other stakeholders 	

03033

MP III will also work, through critical reflection mobilizing the resources of philosophy, to favour appropriation of democratic culture and participation in democratic processes, reconciliation, governance, peace and non-violence. This approach will complement the specific activities relating to youth mentioned under Expected Result 3, Consistently with the cross-cutting emphasis on foresight adopted for MP III as a whole, philosophical reflection as the basis for critical thinking will serve to identify and analyze the current and emerging challenges, across the domains of the social and human sciences, that need to be addressed in order for a robust culture of peace to be established. In order to foster the development of philosophical knowledge and capacities for critical thinking within contemporary societies, and building on the recommendations produced by past regional meetings on philosophy teaching, MP III will particularly emphasize the inclusion of philosophy in formal and non-formal education. Special efforts will be made to support the development of innovative practices, such as philosophy with children. Spaces of exchange, including events to celebrate World Philosophy Day, will be enhanced so as to benefit from a pluralistic, multicultural and multidisciplinary environment for the reflection on current and emerging challenges, and to reach out to the widest possible audience, in order to mainstream critical and independent thought as envisaged by the Intersectoral Strategy on Philosophy. Cooperation with UNESCO Chairs and other partners in the teaching and academic community, such as CIPSH, will be also enhanced with a view to ensuring the use of the philosophical knowledge produced and to encouraging further research on philosophical issues related to UNESCO's fields of competence. Partners and networks, in particular the International Network of Women Philosophers, will be actively involved both in producing and in disseminating knowledge.

Expected result 7: Understanding of the implications of social and political challenges improved on the basis of philosophical knowledge, with particular focus on culture of peace and democracy

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of awareness-raising initiatives and of partners and networks involved to sensitize the widest possible audience on current and emerging challenges, notably through the celebration of World Philosophy Day 	
<ul style="list-style-type: none"> ■ Number of concrete decisions aimed at including philosophy and ethics teaching in formal and non-formal education 	– 1 per region
<ul style="list-style-type: none"> ■ Number of studies, toolkits, hand-outs, mapping tools and other initiatives on challenges and opportunities related to democracy and reconciliation for building culture of peace, elaborated with and addressed to youth <i>inter alia</i> 	– 3 taking into account the needs of specific regions

Main line of action 3: Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities

03034

Social and economic development, changes in the environment, and the opportunity to exist in peace and security, are all inextricably linked in a world facing numerous and profound crises – affecting *inter alia* freshwater resources, crop and food production, energy, biodiversity loss, climate change, urbanization, social cohesion and natural disasters. In order to address this global environmental change (GEC), MP III will mobilize its constituencies and academic partners at international and national levels to identify, understand, and enable the effective use of the mechanisms and levers of social practices, societal change and adaptation that are interlinked with knowledge and learning. In response to the need for more scientifically informed policy-making, as identified by the 2010 *World Social Science Report*, social-science capacity-building is imperative, taking due account of increasingly network-oriented knowledge and policy systems. Activities in this area will draw on the specific resources of the intergovernmental MOST programme, which will place emphasis on encouraging the development and consolidation of policy-relevant knowledge networks in identified substance areas, in connection with strengthening of national and international capacities in the social sciences. If this strengthening is achieved, social transformation is also an opportunity: the skills, capacities, knowledge and infrastructures that reside within the social sciences are integral to driving growth and innovation. In addition to the social sciences, MLA 3 will also mobilize the transformative potential of sport, which can play a major role in building transferable social capital, in addition to its role in promoting peace as recognized by UN General Assembly Resolution 65/4. With this in mind, activities under MLA3 will approach the challenges of social transformation on three axes: thematic, structural and strategic.

03035

The conclusions of the World Social Science Report 2010 highlighted the serious disparities in social sciences capacities across the world. It makes the case for work on systemic issues and at the national

and regional levels on government investment in social-science capacities, whether in terms of infrastructure, research networks, ability to participate in international collaboration, and in the policy development arena. The MOST programme will leverage its constituency to help foster recognition of the crucial role of the social sciences in enabling governments to meet development goals and address the complexity of social transformations. The second World Social Science Forum, scheduled for 2012, will provide a major focus for capacity-building, international cooperation and networking in this regard. In collaboration with MP II, activities will focus at the systemic level and seek to capitalize on the strong interest of developing countries and emerging economies in review and strengthening of their national sciences policies and/or research systems. Particular emphasis will be put on the development of review methodologies that integrate social science. In Africa, this work will take forward cooperation with the African Union, mobilizing partnerships including with OECD, other UN agencies, and universities. Activities will engage with UNDAF processes focused on growth and innovation at country level. MOST National Liaison Committees will be encouraged to contribute to advocacy at national level for investment in the social sciences. The implementation of the Strategy on African Youth 2009-13 will further contribute to this outcome, especially through South/South/North collaboration in research and production of knowledge on youth.

Expected result 8: Social science capacities strengthened, especially in developing countries

<i>Performance indicators</i>
<ul style="list-style-type: none"> ■ Number of national reviews commenced that include reference to the significance of building national social science capacities ■ Number of science policies and STI strategies that include the significance of developing social science capacities

03036

Environmental challenges have too often been framed as costs to be borne and technologies to be discovered, which neglects the opportunities and co-benefits associated with serious engagement with their social and human dimensions, as understood through the social and human sciences knowledge base. Furthermore, environmental challenges are too often addressed sectorally, whereas only an integrated policy framework, grounded in an interdisciplinary knowledge base, can do justice to their implications. The contribution of MP III to positive change in this regard will be to encourage more cross-cutting and comprehensive approaches and new agendas within international policy-making that recognize the inherent social and human dimensions of GEC, with particular reference to cities and to environmentally driven migration. Specific attention will be devoted to the gendered aspects of migration in response to environmental change. In addition to deploying existing intergovernmental programmes (MOST) and expert advisory bodies (COMEST, in synergy with MLA 1), activities will mobilize and work through key social science communities and outlets, including with the International Social Science Council, under its Framework Agreement, in connection in particular with the World Social Science Forum and the World Social Science Report; with relevant networks such as IHDP; with national policy-makers; and with United Nations processes including the UN Task Force on the Social Dimensions of Climate Change, which offers an interagency framework for exchange and collaboration, and Rio + 20 preparation. Activities will thus further feed into follow-up to the 1995 World Summit for Social Development. This effort will engage with the Intersectoral Platforms on Climate Change and on SIDS.

Expected result 9: International agendas on global environmental change informed by emphasis on its inherently social and human dimensions, drawing on the contributions of the social and human sciences

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Incorporation of social and human sciences approaches to GEC in international policy agendas, as assessed by the content of the 2012 World Social Science Forum and 2013 World Social Science Report, and by analysis of UN outcome documents 	
<ul style="list-style-type: none"> ■ Number of new and existing social science knowledge networks that focus on GEC, including climate change 	<ul style="list-style-type: none"> – 1 new network established, and 1 existing network effectively reoriented
<ul style="list-style-type: none"> ■ Development of policy-relevant guidelines on the management of migration in relation to global environmental change 	<ul style="list-style-type: none"> – one set of guideline material developed

03037

MP III will capitalize on increasing recognition of sport's potential as a developmental engine, with reference to MDG 8, on the basis of community appropriation by working with governments, international sports federations, NGOs and academic partners to mainstream this understanding across policy and programmes, building on regional framework documents such as the African Union Sport Policy Framework 2008-2018 and the EU Madrid Declaration, which promote the role and potential of sport in social and economic development. These partnerships will advance physical education and sport policy through capacity development and through the joint production of policy reviews, research and good practices to sensitize stakeholders and inform policy dialogue and programme implementation. Collaborative action with regional bodies is also planned regarding the monitoring and implementation of sport policy, particularly in Africa. All action will be supported by the Intergovernmental Committee on Physical Education and Sport (CIGEPS) and its advisory body – the Permanent Consultative Council (PCC). Priority will also be given to the development of strategic partnerships with key actors in sport, such as the International Olympic Committee (IOC), the International Paralympic Committee (IPC), Peace and Sport Organization and European Athletics, to raise awareness and visibility through advocacy and message campaigns on sport's power in values education, gender equality and girls' and women's empowerment, the inclusion of marginalized and/or disadvantaged populations, youth development, civic engagement and violence prevention, and in post-conflict/post-disaster situations. In addition to the capacity of sports to offer a communication platform, MP III will contribute to direct advocacy of women's equal access to and participation in sport, as a contribution to gender equality. From the same values-oriented capacity-building perspective, UNESCO will be actively involved in international efforts to tackle doping in sport largely through administration and monitoring of the International Convention against Doping in Sport, as well as continuing to provide technical assistance, policy advice and financial assistance to States Parties (with priority given to Africa, LDCs and SIDS) from the Fund for the Elimination of Doping in Sport for the implementation of effective anti-doping programmes. New activities will also focus on education and awareness-raising, particularly among youth and other key target groups.

Expected result 10: Increased recognition by governments and influential sports bodies of the potential of sport as a catalyst for social transformation and consolidation of social capital, with particular reference to the implementation of the International Convention against Doping in Sport

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of governments or local bodies that adopt sports policies and programmes that support initiatives to promote community sport or recognize the significance of physical education 	<ul style="list-style-type: none"> – 1 CIGEPS meeting held – at least 5 countries start a process to review their sport policies]
<ul style="list-style-type: none"> ■ Number of States Parties to the International Convention against Doping in Sport 	<ul style="list-style-type: none"> – 170 States Parties to the Convention
<ul style="list-style-type: none"> ■ Number of projects approved under the Fund for Elimination of Doping in Sport 	
<ul style="list-style-type: none"> ■ Percentage of States Parties compliant with the International Convention against Doping in Sport 	<ul style="list-style-type: none"> – 65 percent of States Parties have achieved the compliance level set by the Conference of Parties

Global Priority Africa

03038

Major Programme III will address the Global Priority Africa by a combination of mainstreaming through cross-cutting activities and targeted interventions under each MLA.

03039

The cross-cutting ethically informed emphasis on development, environmental and social change, and foresight, will be of direct benefit to Africa in terms of innovation, mapping possible futures and contributing to the new imagination required to equip Africa with the capacity to take charge of its future. The outcomes of the critical thinking promoted in this regard, with the active involvement of African intellectual communities, will be disseminated in Africa through the range of field activities under each MLA as well as publications and the development of online resources.

03040

Specific activities implemented in Africa and responding to African concerns will include:

- under MLA 1, support for the establishment of National Bioethics Committees in countries where they do not currently exist, as well as their enhancement in the 6 countries where they have already been established through UNESCO programmes; promotion of networking between National Bioethics Committees in Africa; and promotion of networking among African environmental ethics specialists and development of ethically grounded policy support for climate change adaptation;

- under MLA 2, collaboration with the Regional Research and Documentation Centre on women, gender and peace building for the Great Lakes Region in Kinshasa, DRC, on women's rights in post-conflict situation in Africa, and on research on gender based violence with African gender networks in coordination with the African Women's Decade launched by the African Union; collaboration with African participants in the Coalition of Cities Against Racism developing social inclusion and non discrimination at the municipal level, including HIV-related discrimination, pursuing the objectives of MDG 6; implementation of the African Youth Strategy, contributing to the implementation of the African Youth Charter and of the Decade for Youth Development and Empowerment in Africa (2009-2018); and promotion of democracy, reconciliation and culture of peace in selected Member States;
- under MLA 3, strengthening of social science capacities to serve African development needs, within the framework of cooperation with the African Union; and promoting sport for peace and development in Africa.

Global Priority Gender Equality

03041

In pursuing the objectives of MDG 3, within the Priority Gender Equality Action Plan 2008-2013 and with due regard to Internationally Agreed Development Goals relating to social cohesion, MP III will mainstream gender equality concerns into activities dealing with human rights, migration, environmental change, youth, sport and bioethics. In each case, the issue is to conduct gendered analysis of the social transformations and ethical challenges in order to identify specific gender dimensions that can be addressed through appropriately targeted policies. Raising awareness about such policies and promoting and supporting their adoption constitute tangible contributions to enhanced gender equality. Furthermore, the cross-cutting ethically informed emphasis on development, environmental and social change, and foresight, has positive implications for gender mainstreaming as it ensures a more comprehensive approach that challenges established patterns of benign and supposedly neutral neglect.

03042

Specific activities contributing to gender equality will include:

- under MLA 1, review of the role of gender perspectives in capacity-building efforts aimed at providing responses to bioethical challenges, with reference inter alia to MDGs 4 and 5;
- under MLA 2, exploration of challenges to women's and girls' enjoyment of human rights in conflict and post-conflict situations, with particular emphasis on the prevention of violence against women and girls; gender equality advocacy in the context of work on the human rights of migrants, with an emphasis on challenges to the integration of women migrants; and promotion of gender equality among youth;
- under MLA 3, gendered analysis of migration as a result of climate change; advocacy of women's equal access to and participation in sport, as a contribution to gender equality; and promotion of gender equality messages through advocacy in key sports events.

MP IV

Culture

Major Programme IV

CLT 1

Regular Budget								
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$	\$	\$
Activities	17 201 000	-	17 201 000	538 900	1 003 000	18 742 900	(1 874 300)	16 868 600
Staff	36 548 700	(881 800)	35 666 900	1 666 400	797 400	38 130 700	-	38 130 700
Total, Major Programme IV	53 749 700	(881 800)	52 867 900	2 205 300	1 800 400	56 873 600	(1 874 300)	54 999 300

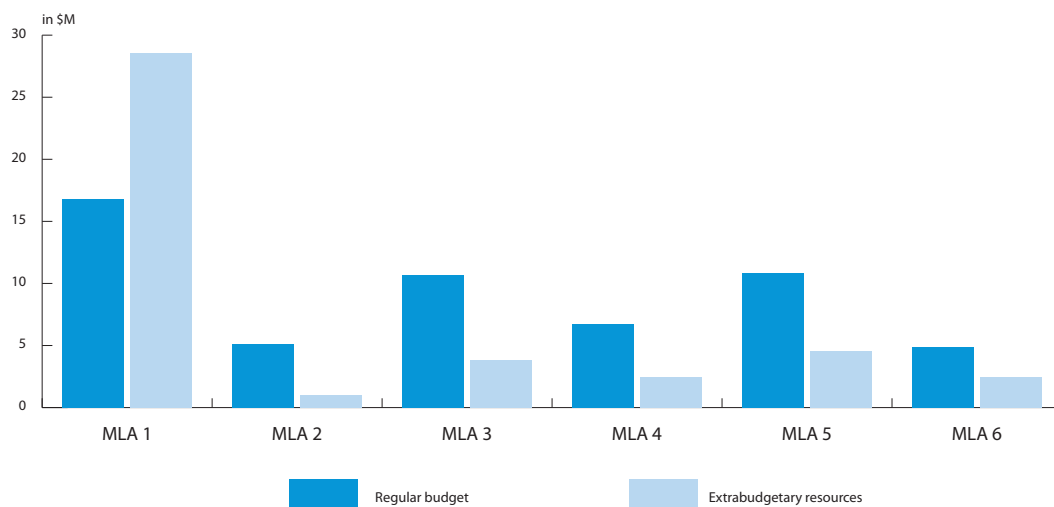
For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)" under Technical Note and Annexes.

Main Line of Action	Regular Budget		TOTAL	Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	36 C/5 Proposed	
	\$	\$	\$	\$
MLA 1 Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention	4 418 500	12 375 300	16 793 800	28 344 000
MLA 2 Enhancing the protection of cultural property and fighting against its illicit traffic through the effective implementation of the 1954, 1970 and 2001 Conventions	1 604 200	3 486 100	5 090 300	994 900
MLA 3 Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention	3 839 600	6 814 100	10 653 700	3 788 600
MLA 4 Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention	2 389 000	4 328 700	6 717 700	2 426 300
MLA 5 Promoting the role of culture in development at global, regional and national level	3 295 000	7 545 300	10 840 300	4 566 200
MLA 6 Promoting intercultural dialogue, social cohesion and a culture of peace and non violence	1 322 300	3 581 200	4 903 500	2 461 000
Total, Major Programme IV	16 868 600	38 130 700	54 999 300	42 581 000

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of resources

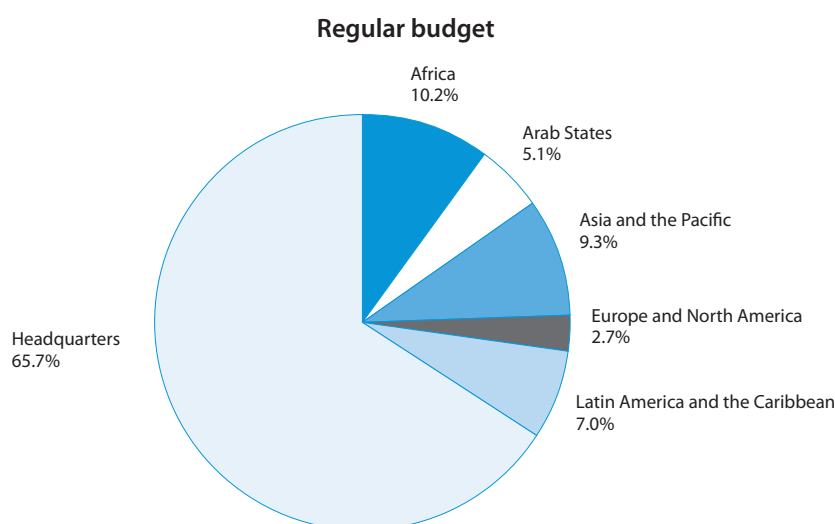
Total resources (staff and activities)



Decentralization of budget and established posts by implementing region							
Implementing Region/ Headquarters	36 C/5 Proposed					Total	
	Activities		Staff				
	\$	Weight	\$	Weight	Posts ⁽¹⁾	\$	Weight
Africa	2 443 600	14.5%	3 173 600	8.3%	13	5 617 200	10.2%
Arab States	1 309 000	7.8%	1 492 000	3.9%	5	2 801 000	5.1%
Asia and the Pacific	1 871 800	11.1%	3 244 600	8.5%	14	5 116 400	9.3%
Europe and North America	499 400	3.0%	1 012 800	2.7%	4	1 512 200	2.7%
Latin America and the Caribbean	1 511 300	9.0%	2 320 300	6.1%	9	3 831 600	7.0%
Total, Field	7 635 100	45.3%	11 243 300	29.5%	45	18 878 400	34.3%
Headquarters	9 233 500	54.7%	26 887 400	70.5%	118	36 120 900	65.7%
TOTAL (Headquarters + Field)	16 868 600	100.0%	38 130 700	100.0%	163	54 999 300	100.0%

⁽¹⁾ In addition to the posts funded from the regular budget, 10 posts are funded from the PSC income.

Distribution of resources by Region and Headquarters



General comments

The Culture Sector has set aside 10% of its activity budget to implement a number of activities through the six Intersectoral Platforms (IPs), in particular the IP concerning "Promotion of a culture of peace and non-violence". In parallel, in the framework of MLA 6, increased attention will be given to concrete projects that demonstrate the impact of dialogue in building peaceful and reconciled societies.

As reflected in MLAs 1 to 4, particular emphasis will be placed on the management of cultural conventions; in total these four MLAs will receive 71.4% of the total regular programme resource allocation of the Sector.

The above chart shows the decentralization situation of the total budget of the Sector. Concerning the activity budget only, the rate of decentralization (including WHC) has increased from 44.4% in the 35 C/5 to 45.3% in the 36 C/5. Priority is given to Africa with a decentralization rate of 14.5%, followed by Asia and the Pacific 11.1%, Latin America and the Caribbean 9.0%, Arab States 7.8% and Europe and North America 3%. Additional resource allocations could be made available for post-conflict actions and in the framework of "Delivering as One" which will further strengthen the Sector's operations in the field.

Overall, MP IV benefits from 163 established posts funded from the regular budget and 10 posts funded from programme support cost income, of which three are under the World Heritage Centre.

For information, decentralized resources represent staff physically present at Field Offices and activities implemented by Field Offices. In addition, there are staff resources at Headquarters and funds earmarked for global and regional activities which are also of benefit to regions.

Major Programme IV

Culture

Reinforcing impact in 2012-2013

- 04001** The main thrust of document 36 C/5 will be on developing operational activities that demonstrate the power of culture for sustainable development and dialogue. This will apply to all Main lines of action (MLAs) under both Biennial Sectoral Priorities (BSPs). For example, in addition to their contribution to BSP 1, MLAs 1-4 will each contribute, through operational projects demonstrating the pivotal role of cultural heritage and cultural expressions in sustainable development, to the achievement of the expected results under MLAs 5 and 6 in BSP 2 and therefore to the overarching objective of the Organization's Medium-Term Strategy for 2008-2013.
- 04002** Work on long-term flagship dialogue projects will be strengthened — the final volumes of the Histories will be published and all volumes made available on the web. Teaching materials of the pedagogical utilization of the General History of Africa will be developed and the work brought to term in the course of the biennium. Likewise, work on the Slave Route will focus on the development of concrete products focusing on cultural interactions and the preservation of places of memory.
- 04003** The new Cities for Sustainable Development Programme will merge work streams currently undertaken in different parts of the sector to explore the challenges for the preservation of the ecological balance and social identity of urban communities embedded in natural, cultural and intangible heritage, while at the same time fostering cities as the vanguard of creativity, innovation and technology, to increase their productivity and resilience, thereby improving human development and social welfare. The Creative Cities Network will be reoriented to maximize the contribution of member cities as active partners in achieving expected results.
- 04004** Similarly, the new initiative on Heritage and Dialogue will build on work being undertaken in South-East Europe by creating expert working groups in all parts of the world to develop new approaches to complex regional issues relating to heritage management, conservation and promotion, and facilitating the exchange of information and development of joint initiatives as well as training and capacity-building and exchanges between professionals. This will be devolved to the field, with Headquarters undertaking a coordinating and backstopping role.
- 04005** The preparation of an evidence-based report on Gender and Culture is another new endeavour which will showcase UNESCO's role in promoting gender equality in the fields of culture.
- 04006** Another major trend of the Programme is to better delineate the responsibilities between Headquarters and the field. In terms of the six principal Conventions at

its heart, Headquarters will concentrate on discharging the statutory functions of the respective governing bodies, while field offices will focus on mainstreaming the principles of the conventions into national policies and legislation, through operational action, capacity-building and benchmarking functions.

04007

With a view to increasing focus and concentration of the programme, the implementation modalities of certain activities will be reoriented. For example, work to promote the crafts industries will be undertaken exclusively in the field, with Headquarters providing a coordinating function. In the same vein, while the sector will be fully involved in the development of a house-wide policy on indigenous peoples, operational activities will be primarily devolved to the field, with Headquarters undertaking a coordination role.

Biennial sectoral priorities for 2012-2013*Biennial sectoral priority 1:*

Protecting and promoting heritage and cultural expressions.

Biennial sectoral priority 2:

Advocating for the inclusion of culture and intercultural dialogue in development policies to foster a culture of peace and non-violence.

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 Documents (2005 and 2010), as well as United Nations General Assembly resolution 65/166 of 2010, which “Emphasizes the important contribution of culture for sustainable development and the achievement of national development objectives and internationally agreed development goals, including the Millennium Development Goals” and “Invites all Member States, intergovernmental bodies, organizations of the United Nations system and relevant non-governmental organizations [...] to ensure a more visible and effective integration and mainstreaming of culture in development policies and strategies at all levels”.

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 for Cultural Statistics (October 2009).

Action under Major Programme IV in this third and final biennium of the Medium-Term Strategy for 2008-2013 (34 C/4) will continue to promote the pivotal role of culture for development through the recognition and promotion of cultural diversity in pursuit of the overarching objective of “Fostering

cultural diversity, intercultural dialogue and a culture of peace” and related Strategic programme objectives 9, 10, and 11: Strengthening the contribution of culture to sustainable development; demonstrating the importance of exchange and dialogue among cultures to social cohesion and reconciliation in order to develop a culture of peace; and sustainably protecting and enhancing cultural heritage.

04010 Activities will be organized around two biennial sectoral priorities and, at the request of the 185th session of the Executive Board, six MLAs. All MLAs will be geared towards mainstreaming across the programme the role of culture in promoting economic equity, social cohesion, reconciliation, peace and non-violence, building on the gains made in 2010 with the adoption of A/RES/65/166 by the United Nations General Assembly, recognizing culture and cultural diversity as fundamental components of development and encouraging international cooperation in this regard. Operational action to demonstrate these links will be paramount, as will efforts to integrate culture in development policies and strategies at national and international levels, building on progress made in the framework of the Millennium Development Goals Achievement Fund as well as within UNDAFs.

04011 Action under the First Biennial Sectoral Priority, *Protecting and promoting heritage and cultural expressions* will contribute to UNESCO’s five established functions by ensuring the effective implementation and monitoring of UNESCO’s international standard-setting instruments in the field of culture, with heightened attention to capacity-building in Member States, including the elaboration of policy tools, as well as the promotion of international cooperation through knowledge sharing and providing a clearing house for the collection and distribution of best practices.

04012 Activities at Headquarters will concentrate on discharging the statutory functions of the Conventions’ respective governing bodies, while field offices will focus on mainstreaming the principles of the conventions into national policies and legislation, including through operational action, capacity-building and benchmarking functions.

04013 The Second Biennial Sectoral Priority, *Advocating for the inclusion of culture and intercultural dialogue in development policies to foster a culture of peace and non-violence* will be organized around two transversal MLAs focusing on the linkages between culture and sustainable development. It will contribute to UNESCO’s established functions as a laboratory of ideas, capacity-builder in Member States and as a catalyst for international cooperation.

04014 Emphasis will be placed on operational action that demonstrates culture’s relevance in aid effectiveness policies and mechanisms and for promoting intercultural dialogue through innovation and creativity. Initiatives begun in the last biennium to highlight the role of cities, museums and tourism as vectors for the rapprochement of cultures, peace and sustainable economic and cultural growth will be scaled up. Flagship projects promoting intercultural dialogue such as the Slave Route and the pedagogical use of UNESCO General Histories will be strengthened and reoriented. The sector will make a major contribution to the intersectoral platform on the promotion of a culture of peace and non-violence and collaborate with other Major Programmes in designing and implementing programmes to this end. A new Programme, Heritage and Dialogue, will seek to develop new approaches to complex regional issues through the creation of expert working groups on heritage management, conservation and promotion to facilitate the exchange of information and development of joint initiatives in heritage conservation and management as well as training and capacity-building and exchanges between professionals. Actions under this BSP will be largely devolved to the field, with Headquarters undertaking a coordinating and backstopping role.

- 04015** As part of its operational functions at country level under both biennial sectoral priorities, Major Programme IV will further develop “showcase” projects designed around the coordinated implementation of the various instruments and programming tools, notably through the MDG-F extrabudgetary-funded projects, and contributions to United Nations common country processes.
- 04016** Efforts to mainstream culture into national poverty reduction strategies (PRs) and joint assistance strategies (JASs), with particular attention to the roll-out UNDAF countries, and new countries joining the “Delivering as One” exercise will be reinforced. The sector will also continue to assist countries wishing to take a Sector-Wide Approach (SWAp) in the area of culture.
- 04017** Action to increase South-South and North-South-South cooperation will be a feature of assistance to developing countries in fulfilling national development strategies. Cooperation with regional organizations such as the African Union will be enhanced with a view to supporting regional integration strategies. Special attention will be given to the needs of disempowered and marginalized communities in LDCs and SIDS, and especially to indigenous peoples. Particular attention will be paid to developing the capacities of African Member States to protect and promote their cultural heritage and diversity of cultural expressions. Specific activities, including capacity-building, will be geared to the empowerment of women and girls as visible actors in the promotion of cultural diversity and intercultural dialogue.
- 04018** Given UNESCO’s unique mandate in the field of culture, Major Programme IV will strengthen its collaboration with other Major Programmes with a view to maximizing delivery and impact. Collaboration with Major Programme I will focus on the development of intercultural competences as a contribution to education for sustainable development and on the implementation of flagship dialogue programmes such as the Slave Route and Pedagogical Utilization of the General Histories, World Heritage in Young Hands, culture-related category 2 centres and UNESCO Chairs, as well as on museums and arts education. Collaboration with Major Programme II will centre on natural disaster prevention and mitigating the effects of climate change on World Heritage properties and Biosphere Reserves, as well as the environmental challenges to urban areas. It will also collaborate with the LINKS programme on indigenous knowledge systems for the safeguarding of intangible cultural heritage and sustainable management of natural heritage sites. Work to address the interrelated cultural, economic, social and environmental challenges to urbanization and governance and work to promote cultural diversity as a vector for interaction among cultures to counter discrimination and intolerance will be the main focus of collaboration with Major Programme III, while actions to promote the development of multilingual contents in cyberspace, build an open access Global Platform on Culture and Development, advance the data collection and analysis based on the UNESCO Revised International Framework for Cultural Statistics and facilitate digital access to the UNESCO Histories and Routes of Dialogue documents will be the principal features of collaboration with Major Programme V.
- 04019** The sector will work closely with all other sectors in developing the intersectoral programme “Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal”.
- 04020** In order to maximize the impact and visibility of programmatic priorities, emphasis will be placed on expanding the sector’s network of strategic technical, professional and financial partnerships with key stakeholders including donor countries, development banks, regional ministerial fora, civil society, the private sector, IGOs, NGOs and cultural institutions to enlarge support for culture, harnessing its capital for development and peace. In particular, a new Global Partnership for Museums, will seek to involve museums and related institutions as vital partners in the implementation of cultural policies for sustainable development. UNESCO will scale up its partnership with the United Nations Alliance of Civilizations embodied in the Memorandum of Understanding signed in May 2010, through a series

of concrete actions on the ground. National Commissions will continue to be the Sector's natural privileged partners for programme implementation:

04021 Foresight capacities will be strengthened in order to identify challenges and new trends in priority areas and outreach efforts will be scaled up to better communicate the cultural dimension of development, including through UNESCO's participation in the 2012 United Nations Conference on Sustainable Development. This will include high impact initiatives such as the preparation of an International Conference on Culture and Development in 2013 and the development of a global Knowledge Management Data Base on Culture and Development to serve as the international platform and world reference.

04022 With regard to post-conflict and post-natural disaster situations, actions will build on lessons learnt from the experiences and key achievements of the previous biennium, including the creation of a specific culture cluster in the context of the Post Disaster Needs Assessment exercise (PDNA) undertaken by the United Nations system, the World Bank and the European Commission, and the elaboration of related practical guidelines. Efforts to have culture recognized as an important sector for reconstruction and nation-building, as well as a vector for dialogue, reconciliation and social cohesion, and worthy of consideration in its own right in the context of United Nations joint initiatives such as Flash Appeals and CAP will be pursued.

04023 Drawing on its set of cultural normative instruments and its revised culture strategy for PCPD situations, UNESCO will continue to focus on operational interventions primarily on (i) damage-assessments, (ii) operational rehabilitation, safeguarding and conservation actions, (iii) actions building on the healing power of culture. All action will aim to further strengthen the intersectoral platform on post-conflict and post-disaster situations.

04024 Activities carried out under the two biennial sectoral priorities will be largely financed through the regular programme, complemented as necessary by extrabudgetary funds.

Global Priority Africa

04025 Major Programme IV's support for Global Priority Africa will be targeted on the enhanced implementation of the conventions in the field of culture, notably the 1972, 2003 and 2005 Conventions.

04026 As concerns World Heritage sites in Africa, the focus will be on capacity-building, including in post-conflict countries, for a better conservation of cultural and natural heritage, and by promoting cooperation between African countries through sharing of best practices, and the development of transnational World Heritage nominations, as well as activities linking heritage conservation to sustainable development. Cooperation with the African World Heritage Fund (AWHF) will be further strengthened to achieve common objectives.

04027 A specific strategy will address the question of illicit trafficking and looting of cultural property in post-conflict countries.

04028 Regarding the safeguarding of intangible cultural heritage, particular attention will be paid to the strengthening of human and institutional capacities to achieve better implementation of the Convention at the national level and increase the participation of African Member States in the mechanisms of the 2003 Convention, resulting in increased nominations to the Lists established by the Convention and additional requests for international assistance.

04029

As to the protection of cultural heritage during hostilities, those African Member States which are party to the Second Protocol to the Hague Convention will be encouraged to submit their candidatures for the Committee for the Protection of Cultural Property in the Event of Armed Conflict as well as to forward their applications for the granting of enhanced protection in order to achieve a diversified and balanced List of Cultural Property under Enhanced Protection.

04030

Special focus will be placed on providing technical assistance for policy development, implementation and evaluation, fostering public-private partnerships in the cultural industries, as well as the collection and dissemination of best practice cases on the implementation of the 2005 Convention by States Parties as well as civil society organizations in Africa. UNESCO will also strengthen its policy advice and capacity-building with a view to fostering the emergence of local, viable markets and accessing international networks, notably in the music, craft and textile industries.

04031

Efforts to support the sustainability and development of museums in Africa, will focus on developing professional capacities in conservation and public programming skills. Cooperation with major African professional networks and training institutions including AFRICOM, EPA and CHDA will be reinforced.

04032

As regards dialogue among cultures, emphasis will be placed on the pedagogical use of the General History of Africa through the elaboration of common curricula and teaching materials for primary and secondary schools, as well as the improvement of teacher training in history and the harmonization of history courses in higher education. A better knowledge of the slave trade and its consequences on Africa and the contribution of the African diaspora will be actively promoted in light of the renewed impetus provided by the International Year for People of African Descent, 2011.

04033

Efforts will also be directed at strengthening a socio cultural approach to HIV/AIDS prevention and care by local communities will be pursued, notably in United Nations joint programmes.

04034

Finally, but not least, efforts towards regional integration will be renewed through the strengthening of the cooperation and the strategic partnership between UNESCO and African regional and sub-regional organizations, in particular the African Union through the AU Sub-Cluster on Culture and Sports in the framework of the Regional Consultation Mechanism Meeting of United Nations Agencies and Organizations working in Africa in support of the African Union and its NEPAD programmes, and the annual technical cooperation planning meetings on culture with the Southern African Development Community (SADC). The Organization will support the African Union in the implementation of the main decisions adopted at the Khartoum Summit in 2006, especially those regarding the link between culture and education, the Charter of the African Cultural Renaissance and the Action Plan for the promotion of creative industries for African development.

04035

Expected results at the end of the biennium:

African heritage and cultural expressions better safeguarded and promoted in Member States

Culture mainstreamed across Africa in national development policies inclusive of gender equality

Knowledge of Africa and the contribution of its diaspora increased

Global Priority Gender Equality

- 04036** UNESCO will address the global gender priority through its work in the domains of tangible and intangible cultural heritage, museums, creative industries and cultural policies, HIV/AIDS prevention, intercultural dialogue and indigenous issues.
- 04037** UNESCO's action to mainstream gender equality in cultural heritage policies will continue to focus on developing the capacities of women and girls, by preparing them for significantly greater involvement in the conservation and management of cultural, natural and intangible heritage at national and international level. This will include specific targets for the participation of women in UNESCO organized workshops and meetings, including as trainers and experts, as well as for their increased involvement as managers and/or experts in projects financed from the Funds of the relevant UNESCO Conventions.
- 04038** Special efforts will be targeted on promoting women's empowerment through their involvement in safeguarding living heritage, given their acknowledged role as transmitters of knowledge and know-how, and in managing museums.
- 04039** Action in the field of the creative industries will seek to heighten the socio-economic impact of small craft enterprises, giving priority to women craft workers and thereby contributing to their social and economic empowerment. To that effect, preliminary data on women as entrepreneurs of small enterprises in the field of crafts will be collected.
- 04040** In the field of cultural policies, the 2005 Convention specifically calls on Parties to introduce measures that encourage women to create, produce, disseminate, enjoy and have access to diverse cultural expressions. Information on the extent to which Parties have done so will be reported on in the Periodic reports; the first ones to be submitted in June 2012. The analysis to be prepared by the Secretariat will report on such measures that will enable the monitoring of developments in this field. Cases of best practice that promote women will be included in all information exchange activities.
- 04041** The development of culturally appropriate and gender-responsive policies and actions at 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 country level. Training materials integrating cultural diversity, gender equality and human rights will be developed and used in promoting the role of culture in larger development strategies.
- 04042** UNESCO will support efforts to prevent and combat gender inequality and gender-based violence through dialogue and partnerships with indigenous peoples. Cooperation with women's associations involved in intercultural and interreligious dialogue, in view of their key role in conflict resolution, reconciliation and peace building will be continued.
- 04043** Bringing together the findings and experiences in all the above-mentioned domains, both at the level of international practices and of national cultural policies, UNESCO will compile its first report on gender and culture in 2013.

04044

Expected results at the end of the biennium:

Involvement of women in the conservation and management of tangible and intangible cultural heritage increased

Culturally appropriate and gender-responsive policies and actions at country level designed and implemented

Indigenous women's movement and faith-based organizations engaged in reconciliation and peace-building initiatives

Policy-making informed by a report on Gender and Culture promoting gender equality in the fields of culture

Biennial Sectoral Priority 1: Protecting and promoting heritage and cultural expressions

04045

The protection, conservation, safeguarding and promotion of heritage and cultural expressions in all forms, from cultural and natural heritage, and underwater cultural heritage, to living heritage and the cultural industries, will remain a key priority of the Programme, focused on emphasizing culture and cultural diversity as fundamental components of sustainable development, dialogue and a culture of peace and non-violence.

04046

In addition to their contribution to this biennial sectoral priority, each of the four MLAs will contribute, through operational projects demonstrating the pivotal role of cultural heritage and cultural expressions in sustainable development, to the achievement of the expected results under the two transversal MLAs in biennial priority 2 and therefore to the overarching objective of the Organization's Medium Term Strategy for 2008-2013.

Main line of action 1: Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention

04047

The World Heritage Centre will continue to implement the key priorities adopted by the World Heritage Committee and the General Assembly of States Parties, since they contribute to achieving the strategic programme objectives of the Medium-Term Strategy for 2008-2013 (34 C/4), namely "Strengthening the contribution of culture to sustainable development", "Sustainably protecting and enhancing cultural heritage", "Contributing to disaster preparedness and mitigation" and "Support to countries in post-conflict situations". These efforts also contribute to achieving MDG No.1 "Eradicate extreme poverty and hunger" and MDG No.7 "Ensure environmental sustainability", and will be undertaken through measures that "Develop a global partnership for Development" (MDG No.8), particularly in respect of the least developed countries and Small Island Developing States.

04048

Therefore, action will be undertaken within the framework of the five "Cs" or strategic objectives (credibility, conservation, capacity-building, communication (including awareness-raising) and communities) established by the World Heritage Committee, in order to promote heritage conservation as a key vector for sustainable development, and to manage the rapidly growing forces of tourism,

urbanization and climate change so as to achieve sustainable development, social cohesion, dialogue and peace.

04049 The biennium will include the celebration of the 40th Anniversary of the World Heritage Convention and the adoption of reforms to the statutory processes arising from the reflections on the “future” of the World Heritage Convention begun in the previous biennium. With a view to increasing awareness about heritage protection and conservation, the sharing of information and knowledge with public and civil society partners will be enhanced through the website and targeted publications, including the World Heritage Review. The various processes of the 1972 Convention will continue to be integrated into a comprehensive information and knowledge management system for greater efficiency and effectiveness in the implementation of the Convention.

04050 Action to promote heritage conservation as a key driver for sustainable development, and to manage the forces of tourism, urbanization and climate change, as well as to promote social cohesion, dialogue and peace will be actively pursued. Special attention will be given to supporting greater involvement of local and indigenous communities, youth and women in heritage protection. Particular attention will be given to providing policy advice and guidelines on sustainable tourism and to developing programmes for a sustainable heritage use. Hence, the results of MLA 1 will contribute to those related to the promotion of cities and tourism as vectors for sustainable development (MLA 5), and to the role of youth in contributing to dialogue and regional integration (MLA 6). Cooperation and coordination with other Conventions and programmes will be reinforced, including through the relevant intersectoral platforms. Particular attention will be given to providing policy orientations and guidelines on tourism management and in general to developing programmes for a sustainable use of heritage.

04051 Action to promote under-represented regions and categories of heritage will be pursued, including cooperation between States Parties in the preparation of transnational nominations, as a direct contribution to dialogue as well as on helping States Parties to build institutional and individual capacities. For this purpose, training workshops will be held and collaboration will be strengthened with the growing network of category 2 centres. With regard to post-conflict and post-natural disaster countries, efforts will be made to target assistance specifically to the countries affected, by taking cultural factors into account in reconciliation and reconstruction processes under initiatives launched by the United Nations. The network of partners will also be expanded to civil society organizations, including the private sector.

Expected results at the end of the biennium:

Expected result 1: The 1972 World Heritage Convention effectively implemented

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Effective support to the governing bodies, and to the implementation of the World Heritage Convention 	<ul style="list-style-type: none"> – 2 ordinary Committee sessions and 1 General Assembly session – adoption of the reformed implementation procedures
<ul style="list-style-type: none"> ■ Integrated and comprehensive information and knowledge management system further developed and used by visitors 	<ul style="list-style-type: none"> – 20% increase in the number of visitors to the WHC website

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Promotional and awareness-raising activities undertaken with key stakeholders enhance the visibility of the Convention 	<ul style="list-style-type: none"> – 40th Anniversary of the 1972 Convention celebrated – 6 awareness-raising activities, including 3 in Africa and/or SIDS

Expected result 2: Contribution of World Heritage properties to sustainable development enhanced

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Adverse impacts of tourism, urbanization and climate change on World Heritage properties mitigated in collaboration with inter-governmental organizations, policy-makers and site managers 	<ul style="list-style-type: none"> – 2 projects to demonstrate the link between culture and development – 4 intersectoral actions with relevant Conventions and programmes – 2 actions in cooperation with United Nations and the tourism industry concerning heritage preservation and tourism
<ul style="list-style-type: none"> ■ Number of activities with youth involvement in World Heritage conservation 	<ul style="list-style-type: none"> – 5 activities, including 2 in Africa, LDCs and/or SIDS
<ul style="list-style-type: none"> ■ Increased number of women as trainers/experts in training workshops 	<ul style="list-style-type: none"> – 3 workshops/projects involving local communities and women – women constitute at least 30% of trainers/experts in training workshops

Expected result 3: Cultural and natural heritage protection strengthened, especially in Africa, in post-conflict or post-disaster situations, in SIDS and LDCs

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Under represented countries, regions or categories better represented on the World Heritage List 	<ul style="list-style-type: none"> – 5 successful nominations from under-represented countries, regions or categories – 5 States Parties prepare and submit their first Tentative List; 30 States Parties revise their Tentative List – 2 countries ratify the Convention
<ul style="list-style-type: none"> ■ Operational conservation projects implemented with relevant experts/partners in priority regions and countries and for properties on the Danger List 	<ul style="list-style-type: none"> – removal of 3 properties from the List of World Heritage in Danger – 6 conservation projects in priority regions and countries – 6 new partnerships for World Heritage conservation
<ul style="list-style-type: none"> ■ Capacity of States Parties and other stakeholders developed through innovative partnerships 	<ul style="list-style-type: none"> – at least 300 people trained – partnerships with category 2 centres in all regions

Main line of action 2: Enhancing the protection of cultural property and fighting against its illicit traffic through the effective implementation of the 1954, 1970 and 2001 Conventions

- 04052** Actions will be aimed at achieving the strategic programme objectives of the Medium-Term Strategy for 2008-2013 (34 C/4) with a particular emphasis on: strengthening the contribution of culture to sustainable development; sustainably protecting and enhancing cultural heritage; and providing support to countries in post-conflict situations and post-disaster situations. Actions will take into account the specific needs of all community members and support their active participation in the design, planning, implementation and monitoring of the projects.
- 04053** They will principally focus on protecting and conserving cultural property and objects under the related 1954 (and its two Protocols), 1970 and 2001 Conventions. A particular accent will be placed on creating synergies among those instruments in their implementation; development of capacity-building and awareness-raising, with particular focus on African Member States and gender equality (see boxes on Global Priorities); providing support to the respective intergovernmental committees linked to those Conventions and the implementation of their decisions and recommendations; maintenance and wide dissemination of the List of Cultural Property under Enhanced Protection under the Second Protocol to the Hague Convention and encouragement of States Parties to the Second Protocol to submit requests for the granting of enhanced protection, particularly with regard to Africa, in order to achieve a diversified and balanced List; organization of training seminars on the above instruments for target groups such as civil servants, cultural heritage professionals, law-enforcement agencies or the military while ensuring an approach based on gender equality; closer coordination of activities with other intergovernmental and non-governmental organizations concerned such as INTERPOL, the World Customs Organization, ICOM or ICOMOS; technical support and expertise to Member States with regard to the national implementation of their heritage laws as well as maintaining and updating the UNESCO Cultural Laws Database; the development of museum activities in LDCs, Africa and countries in emergency situations, designing educational contents and pedagogical tools to reach new audiences, especially youth, and awareness-raising about the need to protect cultural property.
- 04054** Expected results from MLA 2 will contribute directly to those in MLAs 5 and 6 by providing legal tools to strengthen the role of culture in sustainable development, its integration in international development policies and within the United Nations system. In particular, such contribution will have a direct impact on social cohesion (MLA 5); and forging links between the fight against the illicit traffic in cultural property and the programme “Heritage and Dialogue” (MLA 6).

■ Expected results at the end of the biennium:

Expected result 4: Protection of cultural properties through the effective implementation of the 1954 Convention and its two Protocols enhanced

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ New States Parties to the Convention and its two Protocols 	<ul style="list-style-type: none"> – 6 new ratifications of either the 1954 Convention or its Protocols (at least 2 in Africa)
<ul style="list-style-type: none"> ■ Meetings of High Contracting Parties to the Convention, of the Parties to the Second Protocol, as well as of the Second Protocol Intergovernmental Committee 	<ul style="list-style-type: none"> – 2 ordinary meetings of the Second Protocol Intergovernmental Committee, and 1 meeting of the High Contracting Parties to the Hague Convention – 1 meeting of the Parties to the Second (1999) Protocol – ten sites granted enhanced protection by the Second Protocol Intergovernmental Committee
<ul style="list-style-type: none"> ■ Enhanced awareness-raising within the military and cultural heritage professionals 	<ul style="list-style-type: none"> – 10% increase in the number of visitors to the website – publication of the French version of the Article by Article Commentary on the 2nd Protocol – 1 workshop in Africa with special focus on gender

Expected result 5: Effective implementation of the 2001 Convention encouraged and international cooperation for the preservation of underwater cultural heritage increased

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Adherence of new States Parties to the Convention 	<ul style="list-style-type: none"> – 7 new States Parties, at least one in Africa
<ul style="list-style-type: none"> ■ Meetings convened for the Convention 	<ul style="list-style-type: none"> – 1 session of the Meeting of States Parties – 2 meetings of the Scientific and Technical Advisory Body
<ul style="list-style-type: none"> ■ Capacity-building, awareness-raising activities and adaptation of national legislations in Member States 	<ul style="list-style-type: none"> – 2 regional training workshops and 2 regional awareness-raising meetings – web-based global training tool created – new public and youth website launched

Expected result 6: The 1970 Convention effectively implemented and restitutions increased

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ New States Parties to the 1970 Convention 	<ul style="list-style-type: none"> – 10 to 12 new ratifications for the 1970 Convention (2 for each regional group)
<ul style="list-style-type: none"> ■ Increased understanding and awareness of UNESCO policy on fighting illicit traffic 	<ul style="list-style-type: none"> – 4 to 5 publications and update or creation of a new web-site on illicit traffic and restitution – 3 to 4 documentaries and clips produced – 3-5 region-specific awareness-campaigns
<ul style="list-style-type: none"> ■ Meetings of States Parties to the 1970 Convention convened and capacity-building sessions organized 	<ul style="list-style-type: none"> – 1 meeting of States Parties to the Convention and 8 to 10 workshops (1 to 2 workshops by region) – 4 national legislations updated or adopted – 1 ordinary session of the Intergovernmental Committee for Promoting the Return of Cultural Property towards Countries of Origin or its Restitution in Case of Illicit Appropriation
<ul style="list-style-type: none"> ■ New national legislations, import/export certificates for cultural property, translation of national laws and certificates, examples of successful return cases of cultural property 	<ul style="list-style-type: none"> – 20 new national legislations, 10 import/export certificates for cultural property and 50 translations of national laws and certificates – 50 examples of successful return cases of cultural property

Main line of action 3: Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention

04055

Awareness of the importance of safeguarding the intangible cultural heritage at the national level will be strengthened by illustrating, in particular, the way in which the intangible heritage actually contributes to sustainable development, intercultural dialogue and social cohesion, all targeted in MLAs 5 and 6. Accordingly, efforts to share information through the information and knowledge management system with a broader selection of stakeholders will be continued. Furthermore, existing complementary links between the intangible heritage and other forms of heritage will be clarified. Intersectoral action will be strengthened in order to reach young people through education and the new communication media. Cooperation with the natural sciences, too, will be strengthened, in particular under the Man and the Biosphere (MAB) and the Local and Indigenous Knowledge Systems (LINKS) programmes.

04056

Efforts will be pursued to ensure the effective functioning of the Convention's statutory bodies, which will make it possible to discuss strategic issues relating to the challenges facing the Convention and to carry out the tasks required to compile the Urgent Safeguarding List, the Representative List and the Register of Best Practices, and to grant international assistance. Special attention will thus be paid to developing countries, in particular African countries, LDCs and SIDS in all stages of the work.

04057

While pursuing the ratification endeavours, focus will primarily be on building capacities in Member States in order to strengthen implementation of the Convention at the national level, with particular regard to the identification of intangible cultural heritage and to the legislative and administrative safeguarding framework to be put in place. Special attention will be paid in that regard to the role of women and young people, to whom training will be provided as a priority in order to enhance their involvement in all safeguarding stages. The collection, analysis and dissemination of best practices will continue to be the main areas of action.

04058

Large-scale communication activities will also be continued under appropriate partnerships in order to ensure that the intangible heritage is understood, known and appreciated in particular, by young people, as its transmission depends primarily upon their interest in it, and by women, who play a crucial transmission role.

Expected Results at the end of the biennium:

Expected result 7: Statutory meetings of the governing bodies of the 2003 Convention effectively organized and implemented

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Meetings of the statutory bodies, the subsidiary body and consultative body for the examination of nomination files for the statutory lists 	<ul style="list-style-type: none"> – 5 meetings of the statutory bodies, 4 examination meetings for advisory services and 2 information meetings organized
<ul style="list-style-type: none"> ■ Support and process requests for international assistance from the Intangible Cultural Heritage Fund, inscriptions on the Urgent Safeguarding List and on the Representative List, as well as proposals to the Register of Best Practices 	<ul style="list-style-type: none"> – 50 international assistance requests processed (including preparatory assistance), 10 from under-represented countries – 100 nominations and proposals processed (Urgent Safeguarding List, Representative List and Register of Best Practices), 20 from under-represented countries
<ul style="list-style-type: none"> ■ Facilitate the participation of communities, practitioners, NGOs, non-profit making organizations, experts and centres of expertise in the implementation of the Convention 	<ul style="list-style-type: none"> – 300 entries in a database of NGOs, non-profit making organizations, experts and centres of expertise – gender parity in the number of experts

Expected result 8: Implementation of the Convention facilitated and safeguarding capacities strengthened at the national level

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of States Parties to the Convention increased 	<ul style="list-style-type: none"> – 10 new States Parties to the Convention
<ul style="list-style-type: none"> ■ Development and/or strengthening of national policies and human capacities in the field of intangible cultural heritage 	<ul style="list-style-type: none"> – policy efforts supported in 30 States – human and institutional capacities reinforced in 50 States, with gender parity among the beneficiaries of human resource strengthening

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Effective implementation of international assistance-funded safeguarding activities and effective utilization of best practices for public awareness and strengthened safeguarding capacities 	<ul style="list-style-type: none"> – 20 international assistance-funded safeguarding activities and 10 best practices

Expected result 9: Intangible cultural heritage better safeguarded

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Dissemination of good practices and information via website 	<ul style="list-style-type: none"> – 20% increase in number of visitors to the website
<ul style="list-style-type: none"> ■ Information and promotional materials targeting youth and women 	<ul style="list-style-type: none"> – 5 information materials produced
<ul style="list-style-type: none"> ■ Partnerships with other intergovernmental organizations within and outside the United Nations system, civil society, and the private sector strengthened 	<ul style="list-style-type: none"> – participation and involvement in 3 major international events

Main line of action 4: Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention

04059 As UNESCO's most recent standard-setting instrument in the field of culture, the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions is recognized as providing an international framework for the governance and management of culture in the twenty-first century. It aims to ensure that artists, cultural professionals and citizens worldwide can create, produce, disseminate, enjoy and have access to a diversity of cultural goods, services and activities, including their own.

04060 The operational phase initiated in the previous biennium with the launch of the pilot phase of the International Fund for Cultural Diversity and the drafting of operational guidelines that serve as a roadmap for the implementation of the Convention at all levels of governance will be further developed.

04061 While continuing activities to ensure the effective functioning of the Convention's statutory bodies, and to raise awareness of the Convention through the implementation of an integrated communication strategy, action during this biennium will be focused on ensuring capacity-building and clearing-house functions. This plan of action is to be achieved in cooperation with the diversity of Convention stakeholders from the public, private and civil society sectors.

04062 In terms of capacity-building, technical assistance will provide developing countries with expertise to build up legal, institutional and human capacities to strengthen the cultural sector and the cultural industries as a means to promote sustainable development, economic growth and social cohesion. The creation of methodologies and the dissemination of tools to collect data and information for policy-

making purposes will contribute directly to capacity-building activities and to the implementation of a gender equality-based policy agenda.

04063 Effective support is to be given to the collection, analysis and distribution of information, data and best practices on measures Parties have taken to protect and promote the diversity of cultural expressions. UNESCO's clearing-house function will be facilitated through the development and implementation of an online knowledge-management system. The goal is to ensure the inclusion of resources from different regions and subregions of the world as well as to facilitate increased access to these sources.

04064 The successful management of operational activities that can illustrate and strengthen the implementation of the Convention will continue. This includes the Global Alliance for Cultural Diversity that aims to foster public-private partnerships in the cultural industries for development.

04065 Expected Results from MLA 4 will contribute directly to those in MLA 5 that promote the role of culture in development at the global, regional and national level, in particular those that support the integration of culture in development policies and programmes, advocacy, outreach and monitoring activities and operational projects that produce evidence for policy-making.

■ Expected Results at the end of the biennium:

Expected result 10: The 2005 Convention effectively implemented

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Support to the governing bodies of the 2005 Convention through the timely organization of statutory meetings 	<ul style="list-style-type: none"> – 2 ordinary Committee sessions, 1 Conference of Parties and 3 information sessions
<ul style="list-style-type: none"> ■ The International Fund for Cultural Diversity (IFCD) is managed effectively 	<ul style="list-style-type: none"> – 150 IFCD applications processed and 30 projects successfully completed and evaluated
<ul style="list-style-type: none"> ■ Increase the number of Parties to the Convention 	<ul style="list-style-type: none"> – 135 Parties to the Convention, including a 10% increase in the number of countries from under-represented regions

Expected result 11: Policies, measures and programmes pertaining to the 2005 Convention elaborated and strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of national authorities supported in developing and/or strengthening of national policies 	<ul style="list-style-type: none"> – 10 technical assistance missions undertaken, including 2 in Africa, LDCs and/or SIDS
<ul style="list-style-type: none"> ■ Data collection and policy-making tools for the cultural and creative industries 	<ul style="list-style-type: none"> – 5 capacity-building workshops organized, including 2 in Africa, with the participation of 30% women attending the workshops

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Develop and maintain online database of experts to respond to requests for technical assistance 	<ul style="list-style-type: none"> – 30 experts included in online database, including at least one-third women

Expected result 12: Information and best practices collected and shared with State Parties to the 2005 Convention

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Analysis of the periodic reports provided by State Parties 	<ul style="list-style-type: none"> – 60 Parties periodic reports received and analysed, including from a gender perspective
<ul style="list-style-type: none"> ■ Collection and dissemination of best practices 	<ul style="list-style-type: none"> – 20 best practice cases, including 25% relating to women
<ul style="list-style-type: none"> ■ Development and reinforcement of Convention related online knowledge management resources and tools 	<ul style="list-style-type: none"> – 20% increase in the number of visitors

Biennial sectoral priority 2: Advocating for the inclusion of culture and intercultural dialogue in development policies to foster a culture of peace and non-violence

04066 The second biennial priority will focus on demonstrating the cultural dimension of development and fostering international cooperation in the cultural field, aimed at achieving development goals. The accent will be on developing operational projects as the basis for evidence-based policy-making and programming.

04067 In a departure from previous practice, the two MLAs under this priority will feed into all other MLAs under Major Programme IV and seek to consolidate synergies between the different parts of the sector, at Headquarters and in the field, and between thematic programmes, initiatives and normative instruments, in order to contribute to the achievement of the overarching objectives of the 34 C/4.

Main line of action 5: Promoting the role of culture in development at global, regional and national level

04068 UNESCO will capitalize on the results of its advocacy work undertaken at the international level during 2010-2011 to gain acknowledgement of the importance of culture to the achievement of the MDGs and, more generally, development, as set out in the outcome document of the High-Level Plenary Meeting on the Millennium Development Goals (MDGs) (New York, September 2010) and United Nations General Assembly resolution 65/166 adopted on 20 December 2010. It will continue its advocacy work in order to broaden strategic institutional and operational partnerships and to strengthen the participation and commitment of development actors, especially donor countries, development banks, international and non-governmental organizations, the private sector and civil society. Furthermore, advocacy resources and activities will be designed to ensure that culture forms part of an integrated

United Nations system approach to development, as a “missing link” in the development equation as determined by the MDGs.

04069 Such advocacy, coupled with standard-setting action under Major Programme IV, operational cultural projects conducive to sustainable development, activities linked to intercultural dialogue, peace and international partnerships, will be pursued in order to consolidate worldwide commitment to the important ties between culture and development at the Rio+20 Summit in 2012 and by holding an international conference on culture and development in 2013.

04070 At the country level, action will be continued in order to include culture in United Nations common country programming exercises, notably UNDAFs, and to formulate a strategy for analysing and sharing information on cultural entry-points in UNDAFs that already include culture. An approach that promotes cultural diversity, gender equality and human rights will be encouraged, in particular in the context of “Delivering as One”. Similarly, the implementation of the 18 joint programmes approved under the MDG Achievement Fund will be completed and action initiated in 2011 to capitalize on joint programme outcomes will be continued. For that purpose, a knowledge management database attesting to the contribution of culture to the MDGs and to development will be compiled.

04071 Activities will also be designed to continue efforts undertaken to increase statistical knowledge and improve the measurement of potentialities in the field of culture in order to demonstrate their impact on economic development and strengthen the role of culture in Member States’ development policies. Furthermore, this exercise should lead to the identification of economic and cultural indicators, to the development of tools for strengthening cultural entrepreneurship and South-South and South-South-North cooperation, and to the integration of cultural indicators into the United Nations monitoring and evaluation of development and, above all, into the UNDP’s forthcoming human development reports.

04072 UNESCO will continue its work to create an environment conducive to the emergence of cultural and creative industries and their impact on the economic development of developing countries in important cultural and artistic fields in which UNESCO’s expertise has been acknowledged. This relates to books and translation, in particular through World Book Capital and Index Translationum activities, and to crafts through the Award of Excellence and the Design 21 programme.

04073 Innovative initiatives will be taken to promote sustainable development in cities, in a world context of growing urbanization. In that connection, the Cities for Sustainable Development and Dialogue Programme will set the goals of exploring challenges relating to the preservation of the heritage, to the ecological and social balance of embedded urban communities, and to the fostering of cities as vanguards of creativity, innovation and technology so as to increase their contribution to sustainable development. A holistic, interdisciplinary and intersectoral approach will be taken to operational projects on conservation, development and to the Creative Cities Network, whose rapid extension and cooperation methods will be used optimally. MLA 1 expected results on the impact of urbanization will be of particular relevance in this regard.

04074 In promoting tourism as a vector for sustainable economic development, specific attention will be given to the local beneficiaries, especially marginalized groups such as women and youth. Partnerships with United Nations entities and the private sector will foster good practices among policy-makers and the tourism industry, and contribute to local economic development. Training and capacity-building in managing cultural and natural heritage will be pursued, and sustainable tourism as a tool for intercultural dialogue reinforced.

04075

The new Global Partnership for Museums project will mobilize major scientific and technical stakeholders and development partners in order to promote and strengthen the role of museums as social, educational and economic actors, particularly in Africa and in the least developed countries. The goal will be to build their capacities in the fields of (i) heritage safeguarding, (ii) raising awareness of cultural diversity, and (iii) economic entrepreneurship in local crafts, cultural industries and cultural tourism. The project will draw on successful experiments and on quantitative and qualitative studies in formulating projects with formative and multiplier effects. The journal *MUSEUM International* will be one of the key tools for institutional mobilization and for disseminating project outcomes.

04076

Finally, guided by the 2007 United Nations Declaration on the Rights of Indigenous Peoples, joint action with the United Nations Permanent Forum on Indigenous Peoples' Issues, governments and sister agencies will be strengthened in order to reinforce the integration of indigenous peoples' rights and issues in common country programming. Efforts to prevent and combat gender inequality and gender-based violence through intercultural dialogue will be strengthened in partnerships with indigenous women's associations.

Expected results at the end of the biennium:

Expected result 13: The role of culture in sustainable development better integrated in international development policies and within the United Nations common country programming exercises

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ The role of culture in sustainable development acknowledged in international development policies 	<ul style="list-style-type: none"> – <i>the role of culture for development addressed at the Rio+20 Conference in 2012</i> – <i>UNESCO culture and development indicators translated in 3 languages, tested in 10 countries and disseminated internationally</i>
<ul style="list-style-type: none"> ■ Culture integrated in United Nations joint programming exercises, including UNDAFs, and strategic partnerships promoting the role of culture in sustainable development established with international development entities and United Nations agencies 	<ul style="list-style-type: none"> – <i>10 UNDAFs integrating culture, gender equality and human rights</i> – <i>Culture-inclusive UNDAF database established</i> – <i>18 joint programmes implemented and completed</i> – <i>knowledge management system for the 18 joint programmes</i> – <i>4 strategic partnership agreements signed and implemented with international development entities and United Nations agencies</i> – <i>3 culturally appropriate and gender responsible policies and actions supported in the field of HIV and AIDS and maternal health</i>
<ul style="list-style-type: none"> ■ United Nations entities and Member States contribute to the International Conference on Culture and Development in 2013 	<ul style="list-style-type: none"> – <i>4 regional and/or thematic experts meetings conducted</i> – <i>2 thematic position papers prepared</i> – <i>2 international preparatory meetings conducted</i> – <i>conference conclusions adopted globally</i>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Advocacy, outreach and monitoring on the role of culture in development 	<ul style="list-style-type: none"> – 2 UNESCO publications produced and at least 1 contribution to a United Nations publication – 2 UNESCO monitoring tools on linguistic diversity (notably endangered languages and translation flows) are consolidated – networks of professionals and development actors reinforced
<ul style="list-style-type: none"> ■ Cultural diversity and intercultural dialogue principles in regional policy agendas and United Nations priorities 	<ul style="list-style-type: none"> – 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, and another to EDUCAIDS – at least one paper on culturally-appropriate strategies to fight gender-based violence produced with indigenous women's associations

Expected result 14: Contribution of cities in sustainable development enhanced

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Urban management system reflecting historical urban landscape principles of economic, social and cultural development devised, disseminated and in place 	<ul style="list-style-type: none"> – at least 5 cities – 5 unifying initiatives to improve the quality of the urban environment
<ul style="list-style-type: none"> ■ Strengthening of cooperation between cities in industrialized and developing countries 	<ul style="list-style-type: none"> – at least 10 new cities, including 6 in Africa, the Arab States, the Caribbean and the Pacific, become members of the Creative Cities Network – 5 network activities designed to strengthen awareness of cities' role in economic, social and cultural development

Expected result 15: Role of culture in sustainable development fostered through creative and cultural industries

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Strengthening of cultural and creative industries, involving actors in developing countries, with emphasis on craftswomen 	<ul style="list-style-type: none"> – craftspeople winning the UNESCO Award of Excellence for crafts in 3 regions and in five subregions – initiatives to train craftswomen in at least 3 regions – Third World Forum on Culture and Cultural Industries (extrabudgetary resources)

Expected result 16: Social, economic and educational roles of museums as vectors for sustainable development and dialogue strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Development of partnerships for museums in Africa and LDCs 	<ul style="list-style-type: none"> – 3 new partnerships and 3 High-Level Regional meetings – 4 operational projects
<ul style="list-style-type: none"> ■ Educational role of museums strengthened to attract new public, men, women, boys and girls 	<ul style="list-style-type: none"> – 4 operational projects
<ul style="list-style-type: none"> ■ Inventories, basic conservation, security and store-rooms improved 	<ul style="list-style-type: none"> – 5 customized training activities with emphasis on Africa and LDCs – 5 inventories – 2 multi-language pedagogical tools

Expected result 17: Sustainable tourism as a vector for economic development promoted

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Actions undertaken with the United Nations and the tourism industry 	<ul style="list-style-type: none"> – 2 actions – 4 policies
<ul style="list-style-type: none"> ■ Sustainable tourism policies benefitting marginalized groups 	

Main line of action 6: Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence

04077 Action will focus on initiatives arising from the International Year for the Rapprochement of Cultures, 2010, on the strategic cooperation with the Alliance of Civilizations (AoC), and on tourism as a vector for mutual understanding and social cohesion, as well as on existing programmes, such as the Creative Cities (MLA 5); World Heritage in Young Hands (MLA 1), the Arabia Plan and projects highlighting the role of living cultures and artistic expressions in fostering social cohesion (MLA 4).

04078 Social cohesion projects with emphasis on the role of living cultures and artistic expressions, such as DREAM Centres, will be implemented, including in post-conflict or post-disaster countries. Incentive measures relating to the role of art education as conducive to social cohesion, and a factor of sustainable development, will likewise be taken, in conjunction with Major Programme I. Operational projects under the World Heritage in Young Hands programme will enhance young people's role in contributing to dialogue and regional integration through their personal involvement in heritage conservation.

04079 In order to illustrate intercultural dialogue in action more effectively and in a historical perspective, the Slave Route and the General and Regional Histories projects will be strengthened through the implementation of a strategy specific to each of these programmes. Such action, conducive to a multidisciplinary and intersectoral approach, will be designed sustainably to combat historically inherited

prejudice and stereotypes and to promote mutual understanding, in particular through the development of research, the preservation of the tangible and intangible cultural heritage and the production of teaching and information materials. These programmes will seek specifically to contribute to reflection on the construction of new identities and forms of citizenship and to a culture of peace through the promotion of shared heritage derived from cultural interaction and from the instances of confrontation and domination that have marked human history and collective memory. Efforts will be made to take the particular role played by women in the history of the various regions and in resistance to slavery better into account.

04080

A new programme, Heritage and Dialogue, will seek to develop new approaches to complex issues through the creation of subregional working groups on heritage management, conservation and promotion. Covering World Heritage, intangible heritage, cultural industries, museums and cultural institutions, the expert groups will: exchange information and experiences on heritage policies and management; promote conservation and management of heritage in the region; promote understanding of the significance of heritage for the different communities involved; address issues that may arise from practices of heritage; promote joint initiatives for the nomination, conservation, management and promotion of heritage in the region; and promote training and capacity-building and exchanges between professionals. The working groups will be composed of technical experts designated by each Member State involved in the process. The working groups will have a permanent character and will meet periodically to address specific issues, facilitated by UNESCO.

04081

Certain activities foreseen under this MLA will be implemented as part of Major Programme IV's contribution to the intersectoral platform for the promotion of a culture of peace and non-violence. They will include partnerships with women's and youth associations involved in intercultural dialogue, in view of their key role in conflict resolution, reconciliation and peace building.

04082

Finally, Major Programme IV will actively contribute to the intersectoral programme "Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal", promoting a fresh look at contemporary challenges through the universal message of these three authors.

Expected results at the end of the biennium:

Expected result 18: Heritage and dialogue mechanism for promoting cooperation and understanding established in all regions

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ At least 5 subregional expert working groups established 	<ul style="list-style-type: none"> – at least one meeting per group – one action plan per group

Expected result 19: Promotion and use of the General and Regional Histories for educational purposes strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Teaching and information materials based on the General and Regional Histories 	<ul style="list-style-type: none"> – 3 promotional events in various regions, in particular an event highlighting women's role in history – 3 sets of teaching and information materials

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Integration of teachers' handbooks and teaching tools on the General History of Africa into school curricula 	<ul style="list-style-type: none"> – 3 content components for primary and secondary schools in Africa and 3 teachers' guides

Expected result 20: Knowledge of the slave trade, slavery and the African diaspora enhanced

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Teaching materials on the slave trade and slavery developed and disseminated 	<ul style="list-style-type: none"> – 4 sets of teaching and awareness-raising materials, including at least one on women's role in resistance to slavery
<ul style="list-style-type: none"> ■ Scientific studies on the slave trade, cultural heritage and itineraries of memory linked to the slave trade and slavery strengthened 	<ul style="list-style-type: none"> – 4 studies on the slave trade and on sites of memory

Expected result 21: Follow-up to the International Year for the Rapprochement of Cultures (2010) carried out

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Multidisciplinary initiatives contributing to the intersectoral programme "Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal" 	<ul style="list-style-type: none"> – 2 initiatives and audiences targeted for the promotion of a reconciled universal in educational, scientific and cultural environments
<ul style="list-style-type: none"> ■ Improved knowledge of cultural interaction between the Arab-Muslim world and the Western world 	<ul style="list-style-type: none"> – formation and convening of an Arabia Plan steering committee – publication of teaching materials in Arabic, English, French and Spanish, based on the scientific, philosophical, literary and artistic anthology of Muslim/Arab civilization and its contribution to the revival of Western philosophy and culture – holding of awareness-raising workshops in 8 Euro-Mediterranean countries

Expected result 22: Conditions, capacities and arrangements for intercultural dialogue strengthened locally, nationally and regionally

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Implementation of partnership with the Alliance of Civilizations 	<ul style="list-style-type: none"> – at least 5 joint intersectoral projects

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Participation of young people and women in public action for dialogue 	<ul style="list-style-type: none"> – <i>at least 3 projects in three different regions involving active participation by youth and women’s organizations</i>
<ul style="list-style-type: none"> ■ Strengthening of intercultural skills/ competences as prerequisites for sustainable dialogue 	<ul style="list-style-type: none"> – <i>guidelines disseminated within networks and to UNESCO’s partners</i>
<ul style="list-style-type: none"> ■ Living cultures and artistic expressions foster social cohesion 	<ul style="list-style-type: none"> – <i>steps taken in at least 5 countries to act on the Seoul Agenda</i> – <i>3 new DREAMS Centres</i>

MP V

Communication and information

Major Programme V

CI 1

Regular Budget								
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$	\$	\$
Activities	13 108 800	–	13 108 800	427 300	370 900	13 907 000	(1 390 700)	12 516 300
Staff	20 049 200	–	20 049 200	1 064 800	129 000	21 243 000	–	21 243 000
Total, Major Programme V	33 158 000	–	33 158 000	1 492 100	499 900	35 150 000	(1 390 700)	33 759 300

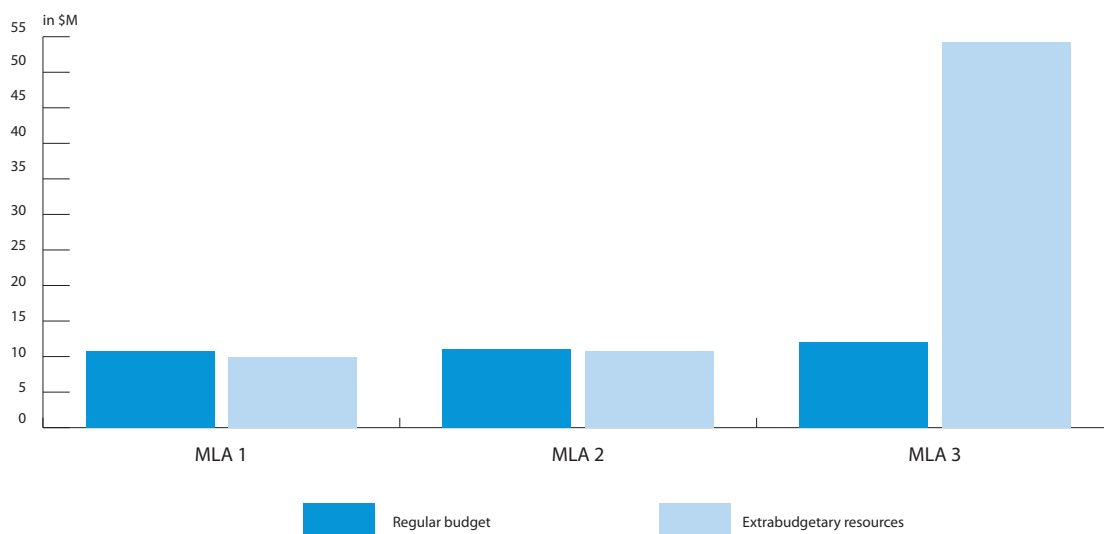
For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

Main Line of Action		Regular Budget		TOTAL 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
		Activities	Staff		
		\$	\$	\$	\$
MLA 1	Promoting an enabling environment for freedom of expression to foster development, democracy, and dialogue for a culture of peace and non-violence	4 168 300	6 563 300	10 731 600	9 975 100
MLA 2	Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development	4 171 000	6 821 400	10 992 400	10 826 200
MLA 3	Empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage	4 177 000	7 858 300	12 035 300	54 186 900
Total, Major Programme V		12 516 300	21 243 000	33 759 300	74 988 200

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of resources

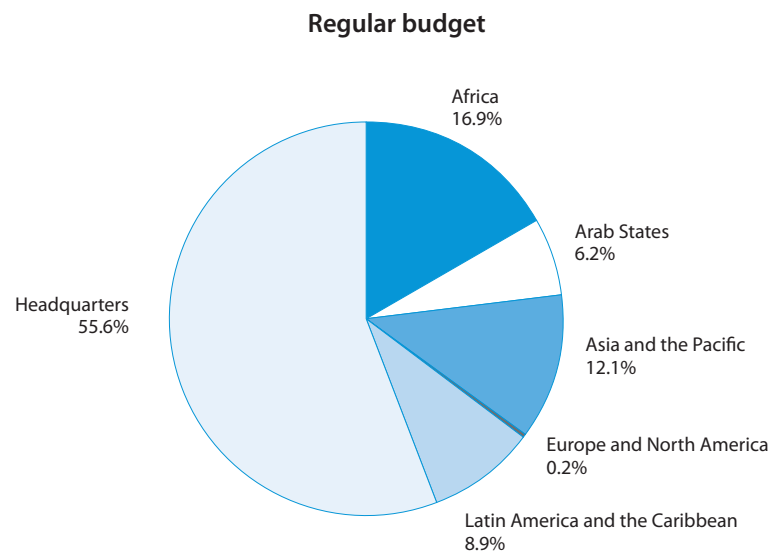
Total resources (staff and activities)



Decentralization of budget and established posts by implementing region							
Implementing Region /Headquarters	36 C/5 Proposed					Total	
	Activities		Staff				
	\$	Weight	\$	Weight	Posts ⁽¹⁾	\$	Weight
Africa	2 498 000	20.0%	3 216 300	15.1%	14	5 714 300	16.9%
Arab States	864 000	6.9%	1 212 500	5.7%	5	2 076 500	6.2%
Asia and the Pacific	1 965 000	15.7%	2 136 100	10.1%	8	4 101 100	12.1%
Europe and North America	80 000	0.6%	-	-	-	80 000	0.2%
Latin America and the Caribbean	1 477 000	11.8%	1 533 600	7.2%	6	3 010 600	8.9%
Total, Field	6 884 000	55.0%	8 098 500	38.1%	33	14 982 500	44.4%
Headquarters	5 632 300	45.0%	13 144 500	61.9%	57	18 776 800	55.6%
TOTAL (Headquarters + Field)	12 516 300	100.0%	21 243 000	100.0%	90	33 759 300	100.0%

⁽¹⁾ In addition to the posts funded from the regular budget, 6 posts are funded from the PSC income.

Distribution of resources by Region and Headquarters



General comments

The Communication and Information Sector has set aside 10% of its activities budget to reinforce the six Intersectoral Platforms. The remaining 36 C/5 proposed envelope has been assigned to three MLAs while maintaining the same weight amongst the MLAs as in the 35 C/5.

The above chart shows the decentralization situation of the total budget of the Sector. With regards to the activities budget only, the decentralization rate has increased from 54.1% in 35 C/5 to 55.0% in the proposed 36 C/5. The proposed decentralization stresses the importance given to the Africa region with 20.0% of activities funds, followed by Asia and the Pacific with 15.7%, Latin America and the Caribbean with 11.8%, Arab States with 6.9% and Europe and North America 0.6%.

Major Programme V benefits from 90 established posts funded from the regular budget and 6 posts funded from the PSC income. To further reinforce priority Africa, an additional NPO post will be created in Maputo to strengthen the communication and information programme activities in Mozambique.

For information, decentralized resources represent staff physically present at Field Offices and activities implemented by Field Offices. In addition, there are staff resources at Headquarters and funds earmarked for global and regional activities which are also of benefit to the regions.

Major Programme V

Communication and information

Reinforcing impact in 2012-2013

05001 Major Programme V (MP V) has been conceived to reap the benefits that communication and information hold for the enhancement of democracy, development and dialogue, placing particular emphasis on freedom of expression and information. Main lines of action (MLA) 1 and 2 will focus on enhancing the participation of citizens in communication and information processes, whilst action under Main line of action 3 will contribute to empowering women and men by furthering their access to information and knowledge.

05002 CI's flagship programmes will be strengthened to highlight the instrumental role of communication and information in sustainable development. Efforts in this regard will focus on World Press Freedom Day, the Memory of the World programme, the Power of Peace Network, the International Programme for the Development of Communication (IPDC) and on raising extrabudgetary funds to invigorate those activities as key vehicles for the achievement of MP V goals.

05003 Universal access to information and knowledge, including through the Information for All Programme (IFAP), will be promoted further so as to bridge the digital and knowledge divides and empower citizens, including the most marginalized. Renewed focus will be given to the Programme in recognition of the increasing opportunities that ICTs can provide for development, and to unlock the potential that Open Access and emerging technologies hold for advancing progress towards internationally-agreed development goals in the areas of education, sciences and culture. ICTs for development provide unprecedented opportunities for enhanced cooperation with all sectors. A particular achievement will be the expansion of the Open Educational Resources platform, which will provide long-term benefits particularly for UNESCO-targeted priority groups. Efforts will be consolidated to tap into the potential of mobile technology for development to improve access to information and applications for education, sciences and culture. MP V will be spearheading UNESCO's contribution to the Broadband Commission for Digital Development, emphasizing the production and dissemination of local content, as well as linguistic and cultural diversity in cyberspace as key elements that go hand-in-hand with the infrastructure and connectivity dimension of broadband roll-out.

05004 Emphasis will be placed on increasing the Organization's role in the international Internet governance debate concerning issues of content, especially those that are at the core of UNESCO's mandate e.g. freedom of expression, freedom of information, multilingualism, and local content creation. Free, independent and pluralistic media facilitate good governance by creating and developing productive relations between an informed, critical, and participatory population and governments, which is a

prerequisite for development effectiveness. UNESCO Media Development Indicators provide guidance in identifying necessary elements for common country assessments and to develop joint programmes by UN Country Teams (UNCT).

05005 While the Sector will actively contribute to the intersectoral platform that supports countries in post-conflict and post-disaster situations, activities will be concentrated on community media and the contribution of the media to disaster risk reduction, and on supporting the development of free and independent media in conflict and post-conflict countries.

05006 The Sector will strengthen its efforts to mainstream gender equality considerations in its programmes, notably by institutionalizing gender-responsive good practices and developing appropriate programme implementation guidance that support the effective promotion of gender equality through the Sector's professional development programmes. The application of UNESCO-developed gender-sensitive media indicators will highlight the Organization's pioneering role in this area, enabling media institutions to identify specific gaps, and expanding upon the broader elements previously presented in the nationally-oriented Media Development Indicators.

05007 In terms of Priority Africa, MPV activities will be oriented to continuing successful action under MLA 1, in the fields of freedom of information and women's rights in Africa. Also, the increased percentage of decentralized resources for the activities in the region highlights the importance given to Africa.

05008 With a view to increasing the focus and synergies of the programme, the Communication Development Division and the Freedom of Expression, Democracy and Peace Division have been merged into the Division of Freedom of Expression and Media Development.

05009

Biennial sectoral priorities for 2012-2013

Biennial sectoral priority 1:
Promoting freedom of expression and information

Biennial sectoral priority 2:
Fostering information and communication capacities for universal access to 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

United Nations World Summit Outcome Document (2005)

Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace (2003)

Charter on the Preservation of Digital Heritage (2003)

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)

Declaration of Medellin on Safety of Journalists and Impunity (2007)

Declaration of Maputo on Fostering Freedom of Expression Access to Information and Empowerment of People (2008)

Paris Declaration on Broadcast Media and Climate Change (2009)

05010

Major Programme V focuses on the overarching objective of “Building inclusive knowledge societies through information and communication”. Its approach will emphasize development strategies for civic engagement, gender-inclusive policies and the empowerment of individuals to fully exercise their human rights and fundamental freedoms.

05011

In view of the 2015 review by the UN General Assembly on the progress towards the WSIS targets and the Millennium Development Goals, the Sector’s strategy will aim to further operationalize 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 and linguistic diversity, through awareness-raising and capacity-building activities. This will include participation in the international debate on Internet governance in areas of UNESCO’s competence.

05012

In line with the WSIS Declaration of Principles and as facilitator of the implementation of the six Action Lines in UNESCO’s areas of competence the Organization will maximise the impact of cross-cutting and policy-relevant action to enable citizens to benefit fully from inclusive knowledge societies. Intersectoral and interdisciplinary cooperation will embrace action that fosters ICTs for development in education, sciences, access to information and knowledge, capacity-building, cultural diversity and identity, linguistic diversity and local content, free, independent and pluralistic media, and info-ethics. Media and information literacy will be fostered as a civic education programme at all levels, as a programme priority.

05013 The human-rights based approach to development cooperation with Member States is an integral component of Major Programme V. Freedom of expression, freedom of information and press freedom, including on the Internet, are promoted as basic human rights through awareness-raising, assistance in policy advice and the development of networks, supporting governments to develop legislative instruments to defend human rights. The use of media by young people is enhanced to provide tools for self-expression; and for promoting dialogue and mutual understanding, notably through Internet-based media and social communication platforms. Activities and initiatives will be undertaken to further a culture of peace and non-violence by encouraging the empowerment of local community and youth organizations to apply information and communication techniques in participatory development, notably through support for Community Multimedia Centers (CMCs), and through dialogue and exchange programme activities that focus on young girls' and boys', and women's specific needs and aspirations, in particular through UNESCO's Power of Peace Network.

05014 As a new orientation, UNESCO has initiated a strategy based on intersectoral collaboration for local media to provide humanitarian assistance information, particularly in disaster and immediate post-disaster situations. Local and community media capacities will be strengthened to contribute to disaster risk reduction, and to play a role in the effective recovery and transition from relief to development in post-disaster situations. The capacities of media in conflict/post-conflict situations will also be strengthened through training on conflict-sensitive reporting and through assistance for the introduction of media legislation and regulatory frameworks.

05015 The International Programme for the Development of Communication (IPDC) will continue to play a central role in promoting and developing free, pluralistic and independent media in developing countries. The IPDC-endorsed Media Development Indicators will be applied as a diagnostic tool for assessing the media landscape within the national context, and for assisting Member States in addressing identified media development gaps. Building on the experience of the previous biennium, action to promote and enforce measures that foster media pluralism and preserve the public interest mission of the media will be furthered in order to encourage the participation of civil society groups and citizens. Particular emphasis will be placed on news media development and the capacity-building of journalists in Africa, Least Developed Countries (LDCs), Small Island Developing States (SIDS), and in countries in post-conflict and post-disaster situations.

05016 The Information for All Programme (IFAP) will catalyze UNESCO's efforts to foster international multi-stakeholder partnerships for enhancing universal access to, and the preservation of, information. The Programme will foster international collaboration in the areas of, *inter alia*, the ethics of the information society and preservation of content, based on its strategic plan.

05017 Following the explicit reference in the Millennium Declaration that development rests on the foundations of democratic governance, the rule of law and respect for human rights, the Organization will work to integrate measures supporting freedom of expression, freedom of information and media development into common country programming processes. Particular attention will be given to using Media Development Indicators in the assessment processes and to developing joint programming activities. These activities will foster enabling environment for freedom of expression and freedom of information, as well as promote the role of the media and the application of ICT in development, supporting media as partner in education for sustainable development, public interest oriented journalism education and promoting educational and cultural dimensions of public service broadcasting services. Action to increase South-South cooperation and North-South-South cooperation to assist developing countries in the achievement of national development goals will be pursued through the main lines of action, and UNESCO National Commissions will serve as partners for programme implementation.

05018

The activities of Major Programme V will maintain special regard for disempowered and marginalized communities in LDCs and SIDS, including indigenous populations. ICT policies and practices will be reinforced to address economical and geographical challenges by fostering networks and synergies for scientific and indigenous knowledge, the safeguarding of natural, cultural and intangible heritage, and the promotion of education for sustainable development. Actions for building inclusive knowledge societies will address Africa as a priority region, and attention will also be paid to the equitable representation globally of women and girls in order to facilitate their active participation in democratic discourse and learning for development.

05019

Partnerships with civil society and the private sector will be forged in order to implement programme strategies and goals, and enhance the programme's impact by engaging with technologically cutting-edge corporations and organizations. Independent media associations and networks will be strengthened to promote and monitor freedom of expression and freedom of information, and partnerships with professional associations and media organizations will be galvanized to address the stereotypical representation of women in the media, and the inequality in women's access and participation in communication systems. Broadcasting associations, media organizations, civil society organizations and teacher-training institutions will serve as key partners, particularly in fostering media and information literacy among media users, and strong links with international professional associations of librarians and archivists will also be maintained for the building of infostructures. Innovative partnerships will be sought with private sector actors, notably for action in the area of mobile technology, to further the 2010 recommendations of the Broadband Commission for Digital Development, and to continue ongoing strategies for the application of ICTs in education, sciences and culture.

05020

In view of UNESCO's cross-cutting programme and mandate in communication and information, intersectoral cooperation will be boosted through the planned interdisciplinary actions of Major Programme V, and through a strong contribution to the intersectoral platforms. Cooperation with Major Programme I will further action in the area of ICTs in education, organizing a global consultation on open educational resources (OER) to continue progress achieved since the 2002 Global Forum on Open Courseware. The UNESCO OER Platform will empower communities of practice of education professionals to freely copy, adapt, and share UNESCO-sponsored curricula, while the Open Training Platform (OTP) will be reinforced in the framework of UNESCO's WSIS e-Learning engagement to increase access to multilingual, open and accessible learning content of the UN system. Cooperation with Major Programme II to promote access to scientific information will be extended to encompass the use of ICTs in scientific research, particularly with the participation of concerned local communities, while activity will be initiated with Major Programme IV on applying ICTs to empower disadvantaged communities to help preserve their cultures and improve livelihoods deriving from cultural works and heritage. Intersectoral action to enhance the media's capacity to contribute to UNESCO's overall objectives on peace and sustainable development will be promoted.

05021

With the intent of improving the visibility of UNESCO through public information and communication activities, Major Programme V will continue to hold regular information meetings with Member States to promote and familiarize delegates with the main programmatic themes of the Sector. Existing partnerships will be enhanced and new ventures established, to increase target audiences globally using communication channels and products such as the CI website, publications, social media, and communities of practice. UNESCO's visibility is also considerably enhanced through World Press Freedom Day and through the award of the UNESCO-Guillermo Cano World Press Freedom Prize, as well as the Memory of the World programme. Major Programme V will also strengthen its future-oriented studies and research agenda to broaden programme perspectives and foresight strategies, and to reinforce its internal knowledge management capacity.

05022 The Programme builds on the results achieved during the implementation of the Programme and Budget 2010-2011 (35 C/5). Decentralization of Regular Programme resources is a key feature of Major Programme V. In 2012-2013, 55.5% of programme funds will be decentralized, and 55% of professional staff will deliver programme activities in more than thirty UNESCO field offices.

Global Priority Africa

05023 UNESCO's action for building inclusive knowledge societies in Africa will be guided by WSIS outcomes and by the major goals and priorities set by the African Union and the NEPAD, using a multi-stakeholder approach that facilitates South-South and triangular cooperation. Action will take into account the need to meet national development priorities of African Member States, as emphasized in the Outcome document of the 2010 United Nations Millennium Development Goals Review Summit, the 2002 Declaration of Principles on Freedom of Expression in Africa, the 2010 Addis Ababa Declaration on Information and Communication Technologies in Africa and the 2005 African Regional Action Plan on the Knowledge Economy (ARAPKE). It will seek to create an enabling environment for freedom of expression, freedom of information, and press freedom, including on the Internet, and to optimize the use of media and ICTs as key elements in enhancing civic participation in contributing to poverty eradication.

05024 Inspired by the WSIS Declaration of Principles, and in line with the UNESCO Media Development Indicators, efforts to create a free, independent and pluralistic media landscape will be continued, and support in this area will be enhanced by the International Programme for the Development of Communication (IPDC). Assistance will be provided for the adoption and implementation of legal and regulatory frameworks conducive to freedom of expression, freedom of information and press freedom in African countries. Media accountability and democratic governance will be enhanced through the promotion and strengthening of self-regulation mechanisms and through support for investigative journalism, enhancing the work of the African media.

05025 Based on experiences of up scaling the community multimedia centers in Mali, Mozambique and Senegal, the collaboration will be fostered to support community media, as an inclusive communication platform for disenfranchised communities and women groups, primarily by mobilizing UN interagency collaboration both at the global and country level for joint action. The capabilities of African journalism education institutions will be further strengthened in line with the UNESCO study on criteria and indicators of excellence in journalism education and the UNESCO Model Curricula for Journalism Education. The capacities of media institutions to acquire analytical skills needed to identify the interconnections between scientific information and sustainable development will also be specific areas of focus in Africa, and the creation of science journalism networks and collaborative work with the Pan-African University will be fostered within the framework of the 2006 special agreement between the AUC and UNESCO on journalism training on science and technology in Africa.

05026

Trends and developments in the information and communication arena will be monitored to pay attention to the instrumental use of multi-platform technologies for the creation, access, preservation and sharing of information and knowledge. Action in this area will look beyond the technology debate to encourage the creation and dissemination of local content, including indigenous knowledge, for ICT content and applications that bolster cultural diversity and multilingualism to encourage the participation of youth, marginalized communities and people with special needs. UNESCO will focus on harnessing ICTs, particularly mobile devices, as effective tools in the outreach to marginalised communities, especially marginalized women, and for collecting, processing and disseminating information. In this context, strong support will be provided for the development of open education resources and courseware, which will be channeled through teacher education and training institutions in various educational settings, contributing to the achievement of internationally agreed development goals, including the Millennium Development Goals and those of Education for All, by assisting Member States in elaborating and implementing national policy frameworks for universal access to information within the framework of the CCA/UNDAF processes.

05027

Action to foster media and information-literate communities to facilitate civic participation will involve a range of actors, both governmental and non-governmental, forging collaboration with civil society, teacher institutions, and media and professional organisations to stimulate civil understanding, and the evaluation and creation of media and information content.

05028

In conflict and post-conflict countries in Africa, the Organization will support the development of media and information systems that contribute to peace-building and conflict prevention. In particular, attention will be paid to conflict-sensitive reporting, gender-specific training on electoral coverage, and support for the introduction of media legislation and regulatory frameworks that promote reconciliation and lasting peace.

Expected results at the end of the biennium:

A free, independent and pluralistic media landscape fostered by Member States to benefit democracy and sustainable development

Learning and teaching processes enhanced through ICT content and applications

Media and information literacy enhanced to facilitate civic participation in development processes

Global Priority Gender Equality

05029

In line with the renewed commitment to the goal of women's empowerment, women's rights and gender equality called for by the UN Review Summit 2010, UNESCO will pursue gender equality in the fields of communication and information through a two-fold approach which consists of gender mainstreaming and gender-specific programming (targeting girls/women or boys/men) in Member States. This approach will be aligned to the WSIS Declaration of Principles and UNESCO's Priority Gender Equality Action Plan through the recognition that women's empowerment and gender equality is directly linked to achieving progress on all other development objectives. The Programme includes action to address the stereotypical representation of women in the media and inequality in women's access and participation in communication systems.

05030

UNESCO will assist Member States in the implementation of communication and information policies that take into account the needs and potential contributions of women and girls, in order to facilitate their participation in public life. Particular attention will be paid to providing assistance for the development of gender-inclusive national information policies. This action is in line with the Beijing Declaration and Platform for Action which underlines the potential that media hold for the economic, social and political empowerment of women.

05031

Media and ICTs continue to be powerful catalysts for the empowerment of women and UNESCO will continue to monitor the advances in this area to harness new opportunities for the participation of women in communications, for access to information for lifelong learning and development, and for the dissemination of information about women. The need for gender equality perspectives in media content will be advocated by the Organization through various actions: training on gender-sensitive reporting for media professionals; media literacy that promotes the development of critical abilities to evaluate and produce media content with a gender equality perspective; and through support for institutions to integrate the UNESCO gender-mainstreamed curricula for journalism education. UNESCO will also foster measures to improve fair gender representation at management levels of media organizations, particularly with public funded broadcasting systems.

05032

Coalitions will be built with regional broadcasting unions and governing bodies of publicly-funded broadcasting services for action on gender equality, and assistance will take into account the gender equality perspectives embodied by the IPDC-endorsed Media Development Indicators.

05033

Support will be also provided in the context of conflict and post-conflict action to highlight the necessary engagement of women in conflict resolution and peace building.

Expected results at the end of the biennium:

Member States supported in the application of gender-sensitive Media Development Indicators

National information policies formulated and implemented in a gender-inclusive manner

UNESCO-supported training programmes offered on an equal basis to men and women

Biennial sectoral priorities

05034

Based on the goals defined in the Medium-Term Strategy (34 C/4), the Communication and Information Sector will pursue its programme based on two biennial sectoral priorities, Promoting freedom of expression and information (biennial sectoral priority 1) and Fostering information and communication capacities for universal access to knowledge (biennial sectoral priority 2). The strategy, which will apply to all three main lines of action of Major Programme V, will endeavor to build human capacity and professional development in Member States in the areas of media and information services, and will provide support within this domain to promote the Organization's functions as a laboratory of ideas, a standard setter, and as a catalyst for international cooperation.

05035

Action will focus on three key areas: (i) promoting an enabling environment for freedom of expression that equally benefits both women and men to foster development, democracy and dialogue for a culture of peace and non-violence; (ii) strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development; and (iii) supporting Member States in empowering citizens, both women and men, through universal access to and preservation of information, including documentary heritage.

Biennial sectoral priority 1: Promoting freedom of expression and information

05036

Freedom of expression and information is a fundamental principle for the development of human, social, and economically-sustainable knowledge societies, serving as a cornerstone for democracy and the development of good governance.

05037

UNESCO will continue to promote free, pluralistic and editorially-independent professional news media as drivers for knowledge societies and as essential components for the mitigation of persisting inequalities in knowledge creation and sharing, particularly with regard to the promotion of gender equality.

Main line of action 1: Promoting an enabling environment for freedom of expression to foster development, democracy, and dialogue for a culture of peace and non-violence

05038

UNESCO will contribute to the promotion and monitoring of freedom of expression and freedom of information, providing assistance for building independent media associations and networks, and encouraging the establishment and strengthening of media landscapes characterized by a diverse media types, including Internet and new media. Freedom of expression, press freedom and freedom of information are important elements in securing development, democracy and dialogue, constituting key principles for the free dissemination and sharing of information and knowledge. The Organization will strengthen interagency collaboration within common country programming exercises to promote freedom of information laws and application.

05039

The creation of awareness and supporting of freedom of expression, press freedom, freedom of information and the safety of media professionals are key components of MLA 1. Support will be given to media associations and relevant civil society organisations that focus on media freedom and the safety of media professionals for collaboration in the organization of global World Press Freedom Day events (3 May), as well as for the large number of local and regional events organised on this occasion. The UNESCO-Guillermo Cano World Press Freedom Prize will be awarded on World Press Freedom Day. Action will also include the sensitizing of governments, public institutions, media enterprises and civil society to the importance of freedom of expression for access to information, education and good governance, as well capacity-building activities for this purpose. The Organization will continue its efforts, including through the IPDC, to fight impunity for crimes committed against media professionals. Strong collaboration with other agencies and programmes within the UN family will be forged for the safety of media professionals, to ensure that existing conventions in this regard are respected, and to further capacity-building in this area, in particular through the inclusion of safety modules in journalism training curricula.

05040 Technical assistance and capacity-building will be provided to enable Member States to develop and apply policies and regulatory frameworks that are conducive to freedom of expression, press freedom and freedom of information, including for broadcasting and Internet services. The rights and access needs of women will be a focus in this context. Targeted institutional capacity-building will promote the principles of press freedom, transparency and accountability, and the importance of public access to information. Regulatory frameworks for both community and public service broadcasting will also be developed through the publication of a set of best practices, to facilitate media pluralism and editorial quality and independence. Within the framework of the Internet Governance Forum, the Organization will further debate on issues pertaining to the respect for privacy and new media platforms for social communication media.

05041 Capacity-building for ethical and professional standards, as well as self-regulatory media accountability systems, remains an important task for UNESCO, and action will target media professionals at all levels, from publishers to reporters, through close collaboration with partner organizations within the media community. Special attention will be given to further strengthen the promotion of best practices and to develop regional repositories with examples of codes of ethics, press ombudsman and voluntary press councils. Dialogue will continue with media associations and companies on how to strengthen quality journalism and enhance the role professional journalism plays in good governance and democracy.

05042 The media play an important role in fostering dialogue, cultural self-expression, mutual understanding, peace and reconciliation. UNESCO will continue support for global activities that contribute to a culture of peace and non-violence. The Power of Peace network will be a prominent tool in this action, and will focus in particular on women and youth groups. Further action will focus on reporters working in conflict situations and countries in transition to enable them to use conflict-sensitive journalism tools. Joint collaboration programmes, including for the co-production of media content, will be supported under this action. UNESCO's activities highlighting the vital role of the media in the run-up to elections and in volatile post-election periods will be strengthened, particularly in post-conflict countries, through the dissemination of a guide book on reporting elections.

05043 Community media can play a crucial role in providing local communities in disaster-prone areas with the tools to reduce risk, saving lives and avoiding the destruction of livelihood. UNESCO will intensify its activities to underline the instrumental contribution of the media to disaster risk reduction, and to provide life-saving humanitarian information in post-disaster environments. Similarly, the Organization will also continue its programmes to support the development of free and independent media in conflict and post-conflict countries, focusing on an enabling environment, institutional capacity-building and concrete collaboration projects that bring together media professionals from conflicting parties. Activities will be implemented in close collaboration with the United Nations systems for disaster risk reduction, conflict prevention and emergency operations in disaster and conflict situations, and will also have a strong intersectoral focus.

■ Expected results at the end of the biennium:

Expected result 1: Freedom of expression, freedom of information and press freedom more broadly promoted and integrated into policies in Member States, and related internationally recognized legal, safety, ethical and professional standards respected

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of local activities organized on the World Press Freedom Day ■ Number of international campaigns and capacity-building initiatives for the safety of journalists and media professionals 	<ul style="list-style-type: none"> – UNESCO’s yearly WPF Prize voted by the independent jury and awarded. Local activities held on the occasion of WPF Day in at least 20 countries each year – strengthening of 5 regional and local alert networks and implementation of 2 international campaigns on media professionals’ safety in cooperation with specialized organizations. At least 500 media professionals and government authorities (at least 50% women) trained on safety of journalists, related guidelines distributed in at least 10 countries, at least 6 of which are in Africa
<ul style="list-style-type: none"> ■ Application of policies and regulatory frameworks conducive to freedom of expression in regard to all types of media and social communication platforms 	<ul style="list-style-type: none"> – laws, regulations and policies conducive to freedom of expression, freedom of information, press freedom and media safety drafted and adopted in at least 10 countries – adoption of regulatory frameworks conducive to editorially independent public service broadcasters in at least 5 countries (3 in Africa); new edition of international legal survey on public service broadcasting produced, internationally launched, and disseminated in at least 10 countries (including 6 in Africa)
<ul style="list-style-type: none"> ■ Acceptance and application of professional and ethical standards and of self regulatory media accountability systems 	<ul style="list-style-type: none"> – professional and ethical standards reinforced in at least 15 countries in collaboration with media associations – self-regulation based media accountability systems supported in at least 10 countries, including press councils and media ombudspersons

Expected result 2: The role of media enhanced to contribute to a culture of peace and to democratic governance

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Impact of communication and media in fostering dialogue, cultural self-expression, mutual understanding, peace and reconciliation 	<ul style="list-style-type: none"> – <i>implementation of the dialogue and exchange programme, and the conflict sensitivity programme in at least 10 countries, specifically through the framework of the Power of Peace Network (PPN)</i> – <i>improved reporting on cultural diversity in cooperation with at least 5 media professionals organizations and academic institutions</i>
<ul style="list-style-type: none"> ■ Number of journalists trained on the application of best practices in regard to reporting elections and to investigative journalism 	<ul style="list-style-type: none"> – <i>at least 30 journalists (at least 50% women) trained at regional and national training workshops</i> – <i>election reporting manual developed and published with at least 1 global launch; at least 5 regional consultations undertaken and training workshops organized</i>

Expected result 3: Media capacities strengthened to foster dialogue and reconciliation, contribute to disaster risk reduction and provide humanitarian information

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Impact of media for disaster risk reduction and for humanitarian action in post-disaster environments 	<ul style="list-style-type: none"> – <i>capacities of community radio and rural multimedia community centers reinforced and quality of training in disaster risk- reduction information dissemination enhanced in collaboration with at least 8 media professional organizations</i> – <i>humanitarian information disseminated to the population in at least 5 countries where the UN is providing emergency assistance</i>
<ul style="list-style-type: none"> ■ Number of independent media and independent media associations in post-conflict countries and countries in transition 	<ul style="list-style-type: none"> – <i>media independence guaranteed through media legislation, freedom of information enhanced and editorial independence facilitated in at least 30% of countries in which UN peace-keeping operations are current</i> – <i>at least one new independent media association established or reinforced in at least 5 post-conflict countries</i> – <i>improved media professionalism and ethical standards implemented through training in at least five conflict and post-conflict countries, benefitting the population at large</i>

Main line of action 2: Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development

- 05044** Main line of action 2 will contribute to strengthening free, independent and pluralistic media by assisting Member States in the creation of necessary conditions for media to effectively perform the functions attributed to them in democratic societies. This action includes the development of the investigative capacities of news media organizations to provide credible information for informed discourse, and the strengthening of citizens capacities to engage with media to foster a public interest-minded media system.
- 05045** Within the framework of WSIS Action Line C9 “Media”, and in order to foster free, independent and pluralistic media, UNESCO’s action will be based on three elements: (i) identifying and supporting efforts to develop a diverse mix of public, private and community media; (ii) improving the capacities of journalism education institutions to offer public interest-minded journalism education, and for media organizations to address the challenges of reporting on complex issues, including sustainable development and sciences; (iii) fostering media and information literacy to increase the civic engagement in the development of public interest-minded media systems and information sources. All actions and interventions will be based on the IPDC-approved Media Development Indicators which enlists media ecology in terms of (a) systems of regulations conducive to free, independent and pluralistic media (b) plurality and diversity of media (c) media as a platform for democratic discourse (d) professional capacity-building and supporting institutions that underpins freedom of expression, pluralism and diversity of media, and (e) sufficient infra-structural capacity to support free, independent and pluralistic media. The IPDC will play a central role in catalyzing international support for media development in developing countries, with particular emphasis on LDCs, SIDS and countries in transition.
- 05046** UNESCO will continue to foster community media, particularly in LDCs, to give voice to the concerns of rural and marginalized communities, as well as women’s groups, and to strengthen their efforts to engage themselves as equal partners in democratic societies. Community media will be fostered as communication platforms for development, and the Organization will play a leading role in mobilizing UN interagency collaboration both at global and country level for joint action using the UNESCO Media Development Indicators as entry points for common country programming processes. Member States will be assisted in the development of regulatory measures to promote community radio to ensure operational sustainability and to employ community media as a learning platform for development, including through national support mechanisms.
- 05047** Partnerships with professional associations and media organizations will be fostered to increase gender equality perspectives in media content and for women’s equitable participation in the management structures of media, in particular publicly-funded media. This action includes support for public service broadcasters to apply UNESCO-developed gender-sensitive indicators, with a view to setting targets for gender balance and to measuring progress in this area.
- 05048** Efforts to build the capabilities of journalism institutions to offer high quality, multi-disciplinary journalism education will consider the increasing challenges faced by journalists in verifying and reporting on complex issues of sustainable development. Action will be based on the UNESCO Model Curricula for Journalism Education and the criteria for institutional excellence developed by the Organization, with particular attention given to Africa to further develop the identified potential centers of excellence in journalism education. Action will be carried out in collaboration with the Science Sector to further public understanding of issues related to sustainable development. UNESCO will collaborate with key partners to improve science journalism in developing countries and to foster networks of journalists to

report on science issues. Emphasis will also be placed on building capacities of journalism institutions to improve the basic science literacy of journalists, including issues such as climate change mitigation and adaptation, biodiversity, renewable energy, water, ocean impacts.

05049

In view of media's defining impact on public perceptions, the Organization will continue to improve media and information literacy as a form of civic education, to increase understanding of (a) the functions of media and information sources in a democratic society, (b) the enabling conditions needed to perform such functions, (c) abilities to critically evaluate the performance of the functions of media and information sources, and (d) skills needed to engage with media as direct contributors to media content. Partnerships with broadcasting associations and media organizations will be forged to foster media and information literacy among media users, and to set standards for media organizations using the UNESCO-developed guidelines on user-generated content. UNESCO will support Member States in the introduction of media and information literacy at all levels of education, in particular through teacher training institutions.

Expected results at the end of the biennium:

Expected result 4: Member States supported in the development of free, independent and pluralistic media, reflecting the diversity of society

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries and media development initiatives supported by IPDC based on UNESCO Media Development Indicators 	<ul style="list-style-type: none"> – at least 70 developing countries supported with 150 media development initiatives through the IPDC to implement media development projects – Media Development Indicators applied in at least 10 developing countries and countries in transition to identify media development gaps
<ul style="list-style-type: none"> ■ Number of countries that have recognized community radio in the regulatory system and the community media forums that applied sustainability measures 	<ul style="list-style-type: none"> – enabling regulatory provisions clarifying complementarities between private, public and community media introduced in 10 piloting countries – sustainability measures applied by community media forums in at least 10 countries
<ul style="list-style-type: none"> ■ Number of initiatives that enhanced collaboration of UN agencies in communication for development 	<ul style="list-style-type: none"> – at least 10 joint capacity-building measures for C4D integrated within common country programming documents
<ul style="list-style-type: none"> ■ Number of public service broadcasting institutions that applied gender-sensitive media indicators and management practices 	<ul style="list-style-type: none"> – gender-sensitive indicators applied by at least 20 public service broadcasters

Expected result 5: Capacities of media training and journalism educational institutions strengthened to reach the established criteria of excellence in training as regards journalists’ investigative skills and gender equality perspectives in media

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries that improved the journalism education on the basis of the UNESCO Model Curricula for Journalism Education and the number of training institutions that applied the UNESCO-developed criteria for institutional excellence 	<ul style="list-style-type: none"> – <i>at least 30 countries with improved journalism education based on UNESCO Model Journalism Curricula and 15 regional training institutions that adapted criteria for excellence</i>
<ul style="list-style-type: none"> ■ Number of journalism education institutions that introduced quality science journalism based on UNESCO resource guide, and increase in the number of journalists reporting on sustainable development issues with scientific perspectives 	<ul style="list-style-type: none"> – <i>at least 15-20 journalism education institutions that adapted UNESCO resource guide on science journalism</i> – <i>at least 100-150 working journalists (of which at least 50% are women) in 30 countries using the UNESCO science reporting resources in water, bio-diversity, energy, climate change, oceanographic impacts, desertification, etc.</i>

Expected result 6: Media and Information Literacy (MIL) enhanced to enable citizens to make full use of their rights to freedom of expression and the right to information, taking into account the access and needs of both women and men

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of teacher training institutions that have integrated media and information literacy into teacher training and the established international partnerships to foster Media and Information Literacy 	<ul style="list-style-type: none"> – <i>at least 15 national teacher training curricula integrating media and information literacy</i> – <i>at least 3 international partnerships established to foster Media and Information Literacy</i>
<ul style="list-style-type: none"> ■ Number of citizens’ media groups and UNESCO Chairs that advocated media and information literacy as way to increase the quality of media 	<ul style="list-style-type: none"> – <i>at least 12 citizens’ media groups/ UNESCO Chairs supported to foster media and information literacy in developing countries and countries in transition</i>
<ul style="list-style-type: none"> ■ Number of public service broadcasters that applied standards for user-generated content 	<ul style="list-style-type: none"> – <i>at least 50 public service broadcasters that applied UNESCO-developed guidelines on user-generated content</i>

Biennial Sectoral Priority 2: Fostering communication and information capacities for universal access to knowledge

The thrust of Biennial Sectoral priority 2 will focus on the innovative use of ICTs to accelerate development processes in key areas of education, sciences and culture, promoting universal access to knowledge and advocating for the preservation and sharing of information.

Main line of action 3: Empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage

- 05050** Taking into consideration major internationally agreed development goals, and the renewed commitment voiced by Member States at the 2010 United Nations Millennium Development Goals Review Summit, UNESCO will continue to catalyze the harnessing of information and communication technologies for developments in the areas of education, science and culture through intersectoral activities (see para 050012). UNESCO will enhance the Global Open Access Portal and Open Educational Resources, (OER) Platform and Member States will be assisted in efforts to develop enabling policies and cooperation mechanisms. A pilot project will apply ICT to empower disadvantaged communities to use their cultural production and heritage to enhance livelihoods and local development. Assistance will be provided to public authorities in developing countries on the adoption of FOSS, Open Web, Open Standards, and Open Clouds, notably through UNESCO's Free and Open Source Software (FOSS) portal. UNESCO will assist Member States in the development of gender-sensitive and gender-inclusive policies that would allow women (including girls) and men to enjoy the benefits of ICTs and FOSS to improve their lives by providing learning opportunities, health care delivery, environmental protection, increased incomes and productivity, increased participation in governance.
- 05051** UNESCO will continue assisting Member States in elaborating and implementing national information policy frameworks for universal access to information and integrating them in the common country programming process in line with the five priorities (Information for Development, Literacy, Preservation, Ethics, Accessibility) defined by the Information for All Programme (IFAP), including the implementation of the National Information Society Policy Template elaborated in the past biennium.
- 05052** Protection of the world's documentary heritage will be ensured by strengthening the Memory of the World Programme and fostering measures at the policy level for long-term preservation. Efforts will also be made to improve the quality of, and access to, culturally diverse content through development of info-structures and international collaboration mechanisms to meet digital challenges. Libraries and archives will continue to be reinforced as centres of education and learning and as repositories for knowledge and key resources for development.
- 05053** UNESCO will continue and reinforce its leading role in the implementation mechanisms established by World Summit on the Information Society (WSIS), such as the Internet Governance Forum. Enhanced participation in the implementation of the WSIS Action Lines under the responsibility of UNESCO will be ensured. UNESCO's input will continue to promote the building of inclusive Knowledge Societies through international dialogue, establishing frameworks for collaborative action, creating awareness of the potential of ICT for development, and maintaining the focus of the debate on content issues.

05054

UNESCO will promote the application of information and communication technologies, and in particular mobile devices, for collecting, processing and disseminating data in local communities as regards environmental and socio-cultural change. Member States will be further assisted in the development and adoption of inclusive policy frameworks for universal access to, and dissemination of, multilingual information and knowledge through the promotion and implementation of the Recommendation concerning the Promotion and Use of Multilingualism and Universal Access in Cyberspace. Tools and guidelines on inclusion of languages in cyberspace will also be developed.

05055

Assistance and guidelines will be provided to Member States for the elaboration of policies to facilitate access to information and knowledge for people with special needs, particularly using ICT. Web accessibility curricula and training resources for higher educational institutions will be made available and accessible for persons with disabilities. Information literacy will be promoted in Member States. Guidance and tools such as indicators will be also provided to Member States for measuring progress achieved and for formulating information policies and strategies.

Expected results at the end of the biennium:

Expected result 7: The impact of activities in the fields of education, sciences and culture enhanced through gender-sensitive Open Suite strategies and innovative ICTs

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ ICT innovations applied by Member States to enhance quality of and access to education for both women and men 	<ul style="list-style-type: none"> – <i>two innovative ICT applications in education developed and internationally shared</i>
<ul style="list-style-type: none"> ■ Number of users of and resources on UNESCO's online applications and training platforms for development and sharing of e-learning policies, tools and materials 	<ul style="list-style-type: none"> – <i>major institutions in at least 5 Member States apply guidelines for OER application and adapt UNESCO curricula available on the UNESCO OER platform</i> – <i>4,250 e-learning resources on the Open Training Platform (OTP)</i> – <i>Average of 9,000 visits to the OTP per month</i>
<ul style="list-style-type: none"> ■ Number of major institutions applying ICT in building scientific knowledge and open access to research results 	<ul style="list-style-type: none"> – <i>two ICT applications developed on community level data capture and analysis</i> – <i>three research funding bodies in Member States adopt national OA generation and dissemination frameworks</i> – <i>Five Member States improve national OA policies based on UNESCO recommendations</i> – <i>100 major institutions effectively use and favourably evaluate the Global Open Access Portal</i>
<ul style="list-style-type: none"> ■ Harnessing ICT to enable local communities and women's groups to preserve and develop livelihoods from cultural heritage and indigenous works 	<ul style="list-style-type: none"> – <i>an innovative ICT application for grass-roots cultural preservation and livelihood improvement completed</i>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Increased awareness and exploitation of FOSS and Open Standards in developing countries 	<ul style="list-style-type: none"> – national authorities usefully informed by 4 new studies on FOSS applications and policies published on UNESCO's FOSS Portal – one developing country university develops and adopts a FOSS policy based on UNESCO assistance – at least 3 developing country specialists trained in international Open Cloud consultations

Expected result 8: World's documentary heritage protected and digitized; preservation strategies adopted; and archives and libraries reinforced as centers of education and learning

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of new inscription in the Memory of the World Register; number of operational committees; number of trained preservation professionals 	<ul style="list-style-type: none"> – at least 30 new inscriptions in the Memory of the World Register; at least 5 new National Memory of the World Committees set up and operational; 50 preservation professionals trained
<ul style="list-style-type: none"> ■ Number of implemented strategies that strengthen libraries and archives as contributors to building knowledge societies; number of established digital library services 	<ul style="list-style-type: none"> – at least 5 national strategies for libraries and archives implemented; World Digital Library content expanded; at least 5 new digital library services established

Expected result 9: Member States enabled to implement WSIS outcomes and develop gender-sensitive policy frameworks for universal access to information

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of established/strengthened National IFAP Committees; number of countries that apply the Information Society Policy Template 	<ul style="list-style-type: none"> – at least 6 National IFAP Committees established/strengthened; National Information Society Policy Template applied in at least 10 Member States
<ul style="list-style-type: none"> ■ Web accessibility curriculum and training resources developed and tested with/ for persons with disabilities and access to information enhanced for disadvantaged groups 	<ul style="list-style-type: none"> – web accessibility curriculum and training resources in open education format developed and tested by 10 higher education institutions; at least 4 training projects in ICT skills for young leaders to foster a culture of peace, tolerance, and sustainable development implemented

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of WSIS related multi-stakeholder events and initiatives, and of WSIS online community platform and website visitors 	<ul style="list-style-type: none"> – <i>global WSIS Forums and UNGIS meetings co-organized with ITU and UNCTAD; UNESCO contributions to the international debate on Internet governance and policies enhanced by the organization of 6 IGF workshops (number of online community contributions increased by 50%)</i>
<ul style="list-style-type: none"> ■ Number of countries that tested the media and information literacy indicators 	<ul style="list-style-type: none"> – <i>media and information literacy indicators tested in five pilot countries; multiple literacy framework developed</i>
<ul style="list-style-type: none"> ■ Number of policies and tools for the promotion of languages in Cyberspace developed 	<ul style="list-style-type: none"> – <i>multilingualism reinforced with the use of specially developed internet tools and guidelines provided to Member States</i>

**UNESCO Institute
for Statistics (UIS)**

Intersectoral platforms

**Field Office implementation of
decentralized programmes**

B – Programme-Related Services

**C – Participation Programme
and Fellowships**

UNESCO Institute for Statistics (UIS)

UIS

Regular Budget						
Activities	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation and statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$
UNESCO Institute for Statistics	9 128 600	-	9 128 600	240 600	-	9 369 200

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

06001

The central aim of the UNESCO Institute for Statistics is to provide Member States with the data required for evidence-based policymaking. To this end, the UIS produces global statistics in the fields of education, the sciences, culture and communication and information. In addition, the Institute strives to improve data quality at the international and national levels by developing statistical frameworks, classifications and methodologies and reinforcing the capacities of national statisticians in Member States.

Global Priority Africa

06002

During the biennium, work will take place in Africa across all of the key programme elements, especially improving the quality of education statistics and indicators where the regional indicators project will be entering its second year. Training will be conducted for all countries of sub-Saharan Africa during the biennium. Data quality assessments will be undertaken in a number of countries.

Global Priority Gender Equality

06003

Guided by the Gender Equality Action Plan for 2008-2013, the UIS will ensure that, where possible, all data and indicators disseminated are disaggregated by sex or gender parity index throughout the Institute programme.

06004

The work programme for the 2012-2013 biennium of the UNESCO Institute for Statistics (UIS) will be based on four main lines of action, which are described below.

Main line of action 1: Development of education indicators and promotion of data use and analysis

06005

In order to ensure a comprehensive and informative picture of the state of education, the strategy for the 2012-2013 biennium focuses on improving data quality at both national and international levels, particularly the comparability, coverage, reliability and timeliness of cross-nationally comparable indicators.

06006 The UIS will address the rising demand for timely data of high quality which are critically needed to monitor progress especially as the world nears 2015 - the target year for international education goals (e.g. EFA, MDGs). Indicators are also needed to benchmark national policies and to help inform planning and policy formulation. The UIS is well-positioned to ensure that the appropriate methodologies and standards are developed, up-dated, communicated and implemented with all education stakeholders.

06007 Under MLA 1, UIS strategic action will aim to improve the international statistical system for education and support projects that contribute to the following objectives:

(1) to improve the quality of national and international education statistics and indicators

06008 Activities will focus on strengthening the links to countries, data provision and indicator validation in order to improve the comparability, coverage, reliability and timeliness of the data. More particularly, UIS efforts will focus on the following three key areas:

- (i) enhancing the relevance of data through the use of regional data collection instruments (incorporating themes of regional interest) and data dissemination based on experience in sub-Saharan Africa and Latin America;
- (ii) extending the coverage of the database to include a broader range of indicators through global modular data collections (on issues such as instructional hours and teachers), improving educational attainment and literacy data and revising historical data;
- (iii) reinforcing links to national statisticians through outreach efforts conducted by UIS regional advisors and staff in South Asia; East Asia and the Pacific; Latin America and the Caribbean; sub-Saharan Africa; and the Arab States.

Expected result 1: More relevant and timely education statistics and indicators produced

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Modular education questionnaires first round results analyzed and new data collection rounds designed and implemented in two regions 	<ul style="list-style-type: none"> – <i>sub-Saharan Africa and Latin America</i>
<ul style="list-style-type: none"> ■ Improved coverage of education finance indicators 	<ul style="list-style-type: none"> – <i>70% of countries reporting a basic set of indicators</i>
<ul style="list-style-type: none"> ■ Improved coverage of educational attainment and literacy measures 	<ul style="list-style-type: none"> – <i>65% (educational attainment) and 75% (literacy)</i>

(2) to develop appropriate methodologies and standards in the field of education statistics

06009

The UIS will reinforce its role as a standard-setter and work with key stakeholders, including national statisticians to:

- (i) raise the understanding of national statisticians in applying international standards and improving the transparency of international statistics;
- (ii) implement the newly revised International Standard Classification of Education (ISCED2011), and use the classification to map the education systems of all countries, and help to develop and implement revised fields of education classification in order to improve the cross-national comparability of UIS data;
- (iii) develop new approaches to monitor education progress beyond 2015;
- (iv) enhance the development of new education statistics in priority areas, such as: educational attainment, education finance, technical vocational education and training, adult learning, and the use of information and communication technologies (ICT) in education.

Expected result 2: Appropriate methodologies and standards in the field of education statistics developed, maintained and refined

<i>Indicators</i>	<i>Benchmarks</i>
■ Greater awareness and use of ISCED by countries	– <i>validate at least 50% of countries with ISCED2011 mappings</i>
■ Implementation of new fields of study classification	
■ Consultations conducted with stakeholders to develop conceptual frameworks for indicators on EFA/MDGs progress monitoring, technical and vocational education and higher education	

(3) to strengthen national capacities in the production and use of data

06010

Activities designed to improve data quality depend on capacities and commitment of national statisticians and experts, who are vital partners for the UIS. The 2012-2013 strategy seeks to leverage this relationship through a number of following capacity-building initiatives. In particular, the UIS will work with national teams to assess the quality of national education information systems and international reporting by applying a range of diagnostic tools (e.g., Data Plans, Data Quality Assessments). UIS regional and cluster advisors will provide technical assistance in building national education data systems and in the use and analysis of statistical outputs for evidence-based policymaking. In addition, the UIS will regularly conduct training workshops on education statistics at the regional, cluster and country levels.

Expected result 3: Capacities of national statisticians strengthened in the production and use of national and comparative education data

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> National Data Quality Assessments conducted and the recommendations implemented by the countries 	<ul style="list-style-type: none"> <i>– in at least 5 countries</i>
<ul style="list-style-type: none"> Training workshops conducted for education planners and policymakers on the use and analysis of data for results-based decision making covering all regions 	<ul style="list-style-type: none"> <i>– 5 regional workshops</i>

(4) to strengthen the analysis and use of education data

06011

In order to meet the needs of key stakeholders and of the broader international statistical community, the UIS will make better use of new technologies that enables the dissemination of statistical data, metadata and analysis to a wider public, more rapidly, efficiently, and in a more convenient form. Activities will focus on improving access to data and promoting data use, interpretation and analysis.

Expected result 4: Use and analysis of education statistics promoted

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> UIS data are used in national publications produced for dissemination and policy use at the regional and/or at national level 	<ul style="list-style-type: none"> <i>– at least in two regions and/or at least in ten countries</i>
<ul style="list-style-type: none"> Greater web access to statistical data observed 	<ul style="list-style-type: none"> <i>– a 10% increase in accessing education statistics in UIS Data Centre</i>
<ul style="list-style-type: none"> Coverage and comparability of historical data improved 	<ul style="list-style-type: none"> <i>– 120 indicators and data series will be available [in 2010: 98 indicators and data series available]</i>

Main line of action 2: Development of international statistics on education outcomes

06012

As part of efforts to achieve Education for All, many countries have significantly improved access to basic education. However, there is growing recognition of the need to ensure that people have access to educational services as well as the opportunities to develop and sustain the knowledge and skills that these services are intended to provide.

Literacy Assessment and Monitoring Programme

06013

In this context, the UIS is contributing to the generation of sound information concerning the literacy skills of youths and adults through its Literacy Assessment and Monitoring Programme (LAMP). In the 2012-2013 biennium, the UIS will continue working with the countries currently implementing LAMP to help them report on the results of the main assessment. In addition, the UIS will work closely with countries that have been newly admitted to the programme. On the other hand, the UIS will continue to update and refine the LAMP methodologies and instruments. Over the next biennium, the UIS will replace at least one-third of the reading and numeracy test items in order to ensure that the assessment can be properly adjusted and applied at the national level. The UIS will continue developing and regularly updating the LAMP “toolbox” to ensure that the assessment appropriately address any issues arising from the cultural, linguistic and institutional diversity of UNESCO’s Member States.

Expected result 5: Data on the distribution of literacy skills produced by more Member States and information used to design and implement education policies and programmes

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ LAMP results produced and internationally available for the “first wave” of countries 	– <i>data for at least 10 countries</i>
<ul style="list-style-type: none"> ■ LAMP national reports produced by the corresponding national teams for national dissemination and policy use in the “first wave” countries 	– <i>reports for at least 8 countries</i>
<ul style="list-style-type: none"> ■ LAMP implementation has begun in the “second wave” of countries 	– <i>in 10 countries or more</i>

Expected result 6: Methodologies for the assessment and monitoring of literacy developed, refined and implemented

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Replace/update reading and numeracy test items to ensure that all LAMP items can be properly adjusted/adapted for different national versions of the assessment 	– <i>at least one-third (=27) of total number are replaced</i>
<ul style="list-style-type: none"> ■ Research the impact of writing in the assessment of reading 	– <i>at least one study produced</i>

Assessment of Learning Outcomes programme

06014

The UIS is also promoting the systematic measurement of key competencies in basic education (especially literacy and numeracy skills at the end of the primary level) through its programme on the Assessment of Learning Outcomes. The UIS will create a catalogue of national and international initiatives on the assessment of learning outcomes of school children. It will include detailed information on the actual results of the assessments and their methodological attributes. The UIS will also promote linkages among existing assessment initiatives in order to increase the body of internationally

comparable data. The UIS will define a framework and provide a set of anchor items to measure certain elements.

Expected result 7: A framework to undertake comparative analysis and international monitoring of progress in learning outcomes established

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ New catalogue created 	<ul style="list-style-type: none"> – <i>at least 75 student assessment initiatives included and analyzed</i>
<ul style="list-style-type: none"> ■ Methodological papers (which will include relevant data) to highlight the scope and limits of the various assessments prepared 	<ul style="list-style-type: none"> – <i>at least three papers published</i>
<ul style="list-style-type: none"> ■ A framework to produce the required linking elements and tools established and adopted 	<ul style="list-style-type: none"> – <i>adoption of the framework by at least three regional consortia</i>
<ul style="list-style-type: none"> ■ A set of anchor items to measure literacy and numeracy skills at the end of primary education developed 	

Main line of action 3: Development of international statistics on science and technology (S&T); communication and information; and culture

06015 The work of the UIS comprises the different domains of UNESCO’s mandate. In this regard, the UIS is committed to undertake a broad array of initiatives related to the development of international statistics (data production, methodological development, capacity development, and analysis) in the fields of science and technology (S&T), communication and information (CI), and culture.

Science and technology statistics

06016 In the field of Science and technology (S&T) statistics, the UIS will launch in 2012 another biennial resource and development (R&D) survey, which will improve the coverage of available data in this area. In addition, a regular collection of innovation data will be institutionalized with the first questionnaire to be launched in 2013. A good response rate (hence active participation of the national statisticians) will be achieved primarily by developing national capacities for the sustainable production of science, technology and innovation (STI) statistics. This will entail the organization of regular training workshops (especially in sub-Saharan Africa, Asia and the Arab States) and the reinforcement of linkages with regional networks of practitioners involved in the generation of statistical information.

06017 The UIS will disseminate S&T statistics and indicators in a report that will be prepared on the basis of the international database that has been consolidated over the past years through the Institute’s biennial survey. The UIS is planning to publish it regularly in an electronic format.

06018 In 2012-2013, the UIS will finalize and disseminate methodological tools including: an annex to the Frascati Manual on measuring research and development (R&D) in developing countries; guidelines on how to undertake an R&D survey in developing countries; and updated definitions on S&T activities. These tools should help, first and foremost, developing countries sustain production and international

reporting of science, technology and innovation statistics. The UIS will work with national statisticians in these countries to facilitate the use of the new tools.

Expected result 8: Timely statistical information and analysis on research and development and innovation statistics are available to Member States

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Response rates to the UIS R&D and innovation questionnaires 	<ul style="list-style-type: none"> – <i>more than 50% countries respond to the UIS R&D questionnaire and data on innovation from at least 25 countries available at the UIS Data Centre</i>
<ul style="list-style-type: none"> ■ Capacity building workshops carried out especially in sub-Saharan Africa and Asia 	<ul style="list-style-type: none"> – <i>at least four workshops</i>
<ul style="list-style-type: none"> ■ S&T report is made available through the UIS website and e-mail alerts 	<ul style="list-style-type: none"> – <i>report published on the website</i>

Expected result 9: New S&T methodological tools are available to Member States

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Feedback on the new guidelines on S&T activities 	<ul style="list-style-type: none"> – <i>feedback received from at least 10 countries</i>
<ul style="list-style-type: none"> ■ Technical assistance provided in response to requests from developing countries seeking to conduct an R&D survey 	<ul style="list-style-type: none"> – <i>requests received from at least 5 developing countries</i>

Communication and information statistics

06019 In the field of communication and information (CI) statistics, the UIS will complete the first cycle of results of its new global data collection on the use of information and communication technologies (ICT) in education. The UIS questionnaire related to data on ICTs in education will be finalized and integrated into the UIS annual education survey. Member States in Africa and other regions will be supported and capacity development workshops conducted by UIS on the collection and production of data on ICTs in education.

06020 In addition, the UIS will be conducting a global data collection of media statistics. The questionnaires on print, broadcast and digital media data have been reviewed. The survey on media will be launched in 2012, and in order to support selected countries with the required data reporting activities, a number of workshops will be organized by the UIS.

Expected result 10: Data on ICT in education are collected within the UIS annual education survey and made available in the UIS database

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ The first cycle of the global survey on ICT in education launched within the framework of the UIS Education Survey 	<ul style="list-style-type: none"> – <i>at least a 50% response rate is achieved</i>
<ul style="list-style-type: none"> ■ Workshop on ICT in education statistics conducted in a priority region (sub-Saharan Africa or Asia, to be defined in 2011 according to needs identified) 	<ul style="list-style-type: none"> – <i>at least 90% of the countries in the region participated in the workshop</i>

Expected result 11: New statistical information on print, broadcast and online media is made available through the UIS database

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of countries reporting media statistics to the UIS 	<ul style="list-style-type: none"> – <i>at least 60 countries from different regions</i>
<ul style="list-style-type: none"> ■ An item response rate 	<ul style="list-style-type: none"> – <i>50% or more items reported by at least 75% percent of countries participating in the UIS media data collection</i>
<ul style="list-style-type: none"> ■ Capacity building support in production and reporting media statistics provided 	<ul style="list-style-type: none"> – <i>at least one workshop is conducted for selected participants</i>

Culture statistics

06021 In the field of culture statistics, the UIS will continue to focus on implementing the 2009 UNESCO Framework for Culture. A series of new methodological handbooks and/or guidelines on specific topics will be disseminated and training workshops conducted aiming at building the capacities of national statisticians in different regions.

06022 The UIS is also seeking to expand its database of cultural statistics. The UIS will continue to produce internationally comparable statistics on feature films and cinemas while developing a new data collection on a key cultural issue, which will be defined in 2011 based on the findings of several exploratory studies.

Expected result 12: Capacities of national statisticians strengthened in the production of culture statistics and the use of new methodological tools facilitating application of the 2009 UNESCO Framework for Culture Statistics

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ At least two methodological handbooks produced 	<ul style="list-style-type: none"> – <i>two new methodological documents available on the UIS website</i>

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Methodological handbooks presented at, at least, two regional workshops on cultural statistics to national staff responsible for culture statistics 	<ul style="list-style-type: none"> – <i>participants from at least 20 countries clearly informed about the tools presented in the handbooks</i>
<ul style="list-style-type: none"> ■ Statisticians and/or cultural officers trained on the methodological guidelines for the framework 	<ul style="list-style-type: none"> – <i>specialists from at least 30 countries trained through capacity-building workshops</i>
<ul style="list-style-type: none"> ■ Direct support provided in response to the countries' requests 	<ul style="list-style-type: none"> – <i>at least 50% of countries that request assistance to produce cultural statistics receive UIS support</i>

Expected result 13: More data on feature films and another culture topic are available in the UIS database

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Response rate to the UIS questionnaire on feature film statistics 	<ul style="list-style-type: none"> – <i>at least 50% of countries participating in the survey</i>
<ul style="list-style-type: none"> ■ New culture survey launched and sent to at least 193 countries/territories 	<ul style="list-style-type: none"> – <i>mail-out of the new survey completed</i>

Main line of action 4: Reinforcement of cross-cutting statistical activities

06023

In order to deliver quality services to its Member States, the UIS constantly seeks to improve the quality of its data in all fields, by focusing on several dimensions of data quality including: completeness, comparability, coverage, reliability, timeliness, punctuality, as well as clarity and transparency. The UIS established a range of different procedures and activities to improve its data quality:

- (i) Over the course of the 2012-2013 biennium, the UIS will be focusing on improving its questionnaire design and implementation by providing more detailed contextual information for respondents, and conducting regular survey follow-up aiming to increase response rates. Furthermore and in order to improve the timeliness of its statistics, new procedures will be introduced to improve the efficiency of data collection and processing activities;
- (ii) The UIS has established a framework to monitor and report on its data quality. This framework will be enhanced and integrated within the regular survey operation of all data collections. In addition, new guidelines will be introduced to ensure the transparency of the Institute's procedures and methodologies;
- (iii) In addition, the Institute will expand its data dissemination via the internet and other electronic means. In particular, the content, functions and user interface of the UIS statistical database will be upgraded to improve its online access and data dissemination. The quality and quantity of metadata will also be steadily improved.

Expected result 14: The quality of data produced by the UIS is improved and constantly monitored

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Increased number of surveys and questionnaires included in data quality monitoring and reporting 	<ul style="list-style-type: none"> – benchmark 2013: All UIS questionnaires and statistical results are included in the monitoring [2010: 3 education questionnaires and survey results are included]
<ul style="list-style-type: none"> ■ Indicators designed to predict whether or not targets will be met or corrective actions are required 	<ul style="list-style-type: none"> – number of indicators included in systematic monitoring
<ul style="list-style-type: none"> ■ Improved questionnaire response rates for all UIS surveys 	<ul style="list-style-type: none"> – increase of 7% in the percentage of questionnaires filled out and returned to the UIS per survey

Expected Result 15: UIS data users have easier and more efficient access to the UIS data through the redesigned online Data Centre

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Improved user-satisfaction as measured in satisfaction surveys 	<ul style="list-style-type: none"> – (benchmarks will be established through a satisfaction survey to be undertaken at the initial stages of the initiative)
<ul style="list-style-type: none"> ■ Improved comparative rating as measured by benchmarking UIS Data Centre against its peers 	<ul style="list-style-type: none"> – (benchmarks will be defined by undertaking a benchmarking survey at the initial stages of the initiative)
<ul style="list-style-type: none"> ■ Increased usage of Data Centre 	<ul style="list-style-type: none"> – increase of 10% in the usage of redesigned data centre

Intersectoral Platforms

IP

Regular Budget							Total 36 C/5 Proposed
35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Contribution from 5 Major Programmes to Intersectoral Platforms		
\$	\$	\$	\$	\$	\$	\$	\$
Intersectoral Platforms	-	-	-	-	-	10 047 100	10 047 100

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2011-2013 (36 C/5)" under Technical Note and Annexes.

07001

Intersectoral platforms will address contemporary issues in a problem-oriented and innovative mode, from either thematic or coordinating points of view. For its part, the Executive Board at its 185th session endorsed the formation of intersectoral platforms in areas of convergence of different Major Programmes, which allow an exchange of ideas and a more flexible programme delivery enhancing value and impact. These platforms will thus be supported by all five Major Programmes and strengthened as a major vehicle for programme delivery globally, regionally and at the country level, building to the extent possible on experience gained in preceding biennia. The platforms are also expected to generate strategic and operational partnerships with like-minded institutions, United Nations organizations and partners from the private sector and civil society. The programme activities implemented by these platforms will not substitute, but complement the sectoral work of Major Programmes in the fields concerned.

07002

In particular, the Director-General will ensure that intersectoral work carried out in previous years by intersectoral platforms no longer continued – science education, national research systems, multilingualism, ICT-enhanced learning, and anticipation and foresight – will continue through informal dedicated mechanisms to be put in place for this purpose. As regards anticipation and foresight, this will be mainstreamed by all Major Programmes into their regular Programme and Budget as well as through thematic activities in the context of UNESCO Future Forums, Seminars and Lectures. As requested by Member States, intersectorality will thus go beyond the scope and themes of intersectoral platforms alone.

07003

As requested by the Executive Board, the Director-General is hereby specifying for each platform, objectives, programmes, expected results and performance indicators, and modalities of operations.

07004

The platforms will focus on a limited number of high-level objectives and expected results reflecting their interdisciplinary nature. Reducing the number of intersectoral platforms to six allows for a clearer focus with a limited number of well-articulated higher-level objectives and functional autonomy. Moreover, the Director-General proposes to set aside 10% of programme resources of Major Programmes in a pooled arrangement for allocation to the activities of the intersectoral platforms. The Secretariat's Programme Management Committee (PMC) would decide collectively about the allocation of specific amounts to activities proposed by the various platforms, based on transparent criteria. This competitive

process will be designed to ensure the selection of the most promising, impactful and innovative activities. Efforts will also be made to have the platforms attract extrabudgetary funding. This is a major departure from the practice in previous biennia, where programme sectors were expected to contribute financial resources to the work of the platforms.

07005 In managerial terms, each intersectoral platform will be steered and managed by a “lead ADG”, assisted by a platform manager who may be chosen from a different sector. The lead ADG will report regularly to senior management on progress and be responsible for achieving the platform’s expected results.

07006 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 2008-2009 biennium. 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, regional and country levels, working across sectoral frontiers, based on commonly defined objectives, jointly agreed strategies and platform-specific results.

07007 The agreed strategies and expected results for the proposed six intersectoral platforms are as follows:

Intersectoral Platform for a Culture of Peace and Non-violence

Background

07008 The Preamble of UNESCO’s Constitution states “that a peace based exclusively upon the political and economic arrangements of governments would not be a peace which could secure the unanimous, lasting and sincere support of the peoples of the world, and that the peace must therefore be founded, if it is not to fail, upon the intellectual and moral solidarity of mankind.” The promotion of a culture of peace is therefore an expression of UNESCO’s fundamental mandate “to build the defences of peace in the minds of men and women”, and an integral part of most of its work at global, regional and national levels. Hence, UNESCO had been designated by the United Nations General Assembly as the lead agency for many prominent global initiatives for promoting peace, such as the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), and the International Year for the Rapprochement of Cultures (2010). Since its inception, and specifically during the last decade, UNESCO has been working towards a truly global movement for fostering a culture of peace and non-violence.

07009 By resolution 52/13 of 15 January 1998, the United Nations General Assembly stipulated that a culture of peace “consists of values, attitudes and behaviours that reflect and inspire social interaction and sharing based on the principles of freedom, justice and democracy, all human rights, tolerance and solidarity, that reject violence and endeavour to prevent conflicts by tackling their root causes to solve problems through dialogue and negotiation and that guarantee the full exercise of all rights and the means to participate fully in the development process of their society”.

07010 The Programme of Action on a Culture of Peace, adopted by the United Nations General Assembly in its subsequent resolution 53/243, focused on eight action areas:

- fostering a culture of peace through education;
- promoting sustainable economic and social development;
- promoting respect for all human rights;

- ensuring equality between women and men;
- fostering democratic participation;
- advancing understanding, tolerance and solidarity;
- supporting participatory communication and the free flow of information and knowledge;
- promoting international peace and security.

07011 By 35 C/Resolution 108, the General Conference requested the Director-General to submit proposals for an interdisciplinary and intersectoral programme of action for a culture of peace, encompassing, *inter alia*, major actions relating to intercultural dialogue and education for peace, human rights and citizenship; the contribution of both social and human sciences and natural sciences to peace; the mobilization of researchers through the organization of debates in and between civil societies on the new human and societal challenges of peace-building; and the contribution of the communication and information media in the furtherance of peace. It requested that the achievements and best practices identified in the implementation of the International Decade for a Culture of Peace and Non-violence for the Children of the World (2001-2010), and initiatives organized in connection with the dialogue among civilizations, including the Alliance of Civilizations, be taken into account.

07012 Subsequently, by 184 EX/Decision 15, the Executive Board requested the Director-General to include in her preliminary proposals regarding the draft Programme and Budget for 2012-2013, to be submitted to the Executive Board at its 185th session, a draft programme of action for the Culture of Peace including coherent intersectoral and interdisciplinary targeted activities taking into account the present global context and new challenges.

07013 After examining the Director-General's draft programme of action at its 185th session, the provisions of 185 EX/PX/DR.7 on the culture of peace, and taking into consideration the discussions on this item in the PX Commission and during the thematic debate of the Plenary and the Drafting Group for the 36 C/5, the Executive Board, in 185 EX/Decision 17, requested the Director-General to prepare a consolidated draft action programme for a culture of peace to be included in the Draft 36 C/5.

07014 The culture of peace is above all a culture of peace-building, conflict prevention and resolution, education for non-violence, tolerance, acceptance, mutual respect, dialogue and reconciliation. It helps people to cope with social, ethical, cultural, political, environmental and other societal transformations and is closely linked to a *new humanism* that puts human beings at the core of all development processes. In the current global context with its multiple crises and building on the experience gained during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), UNESCO can open up new horizons, mobilize globally a broad range of stakeholders and launch coherent and strategic activities to bolster a culture of peace with the involvement of all of UNESCO's sectors. Specific activities by UNESCO for a culture of peace will encompass a wide range of activities aimed at tackling root causes of conflicts, such as poverty, injustice and inequalities, various types of discrimination, intolerance and ignorance, xenophobia and extremism, as well as new forms of violence affecting the most vulnerable, particularly women and young people.

07015 Today, more than ever, people aspire to more freedom and demand a true democracy based on the full respect for human rights, fundamental freedoms and the principles of the rule of law. Respect for human rights and individual dignity are universally shared values that are also the basis for a rapprochement of cultures founded on a culture of peace. Promoting gender equality is fundamental for the establishment of a culture of peace. Gender equality

implies that women and men have equal conditions for enjoying their human rights and realizing their full potential, contributing to, and benefiting from, economic, social, cultural and political development.

07016 In this connection, the focus should be on education in universally shared values and on all human rights principles, peace, freedom, justice, democracy, reconciliation, tolerance, solidarity, cooperation, pluralism, cultural diversity, and dialogue in society and between nations. It is important that these programmes take an anticipatory and forward-looking approach and are targeted and potentially focused on citizenship education with a component related to capacity-building.

07017 The nexus of cultural diversity, intercultural dialogue and culture of peace is also of central importance in addressing the challenges to peace in today's globalized world. This nexus, which has been examined in detail in the UNESCO World Report Investing in Cultural Diversity and Intercultural Dialogue, especially regarding cultural literacy, stereotypes, conflicts of memories and social cohesion, has yet to be fully harnessed for peace-building and reconciliation processes. Human rights-based good governance is fundamental for addressing cultural and religious intolerance, discrimination and social and economic inequalities, especially in the context of the persevering global crises, which fuel the misguided belief in a "clash of civilizations" hypothesis. Ignorance is very often at the root of all intolerance, hatred and ultimately conflict and war. Therefore, knowledge of other cultures and religions is a precondition for dialogue in the framework of a culture of peace and non-violence.

07018 Over the past two biennia, specific action and a number of concrete results have been delivered through an intersectoral platform on intercultural dialogue and a culture of peace. Among the important achievements of this intersectoral effort are the digitization of the now completed General and Regional Histories and the adoption, by representatives from 46 African countries, of jointly agreed pedagogical contents drawn from the General History of Africa (regional conference, Tripoli, June 2010). An inter-regional and inter-faith study has been undertaken with a view to analyzing contemporary interreligious dialogue practices among youth worldwide, and "Stopping Violence in School – A Guide for Teachers" was widely distributed in English, French, Spanish and Arabic through the ASPNet and other UNESCO channels. The Power of Peace Network (PPN) provided support to a number of projects in different countries and regions, such as the youth broadcasting initiative "Connecting Cultures", the joint Palestine/United Kingdom video production "Our everyday lives", and the online debate programme and contest in Zambia "This is my life...". The PPN also contributed to the Conflict Sensitive reporting (CSR) Curriculum and the related training workshop series in cooperation with Rhodes University in South Africa. In the context of the Vademecum initiative (funded by Spain) an international scientific committee drew up the contents of "A scientific, philosophical, literary and artistic anthology of Muslim/Arab civilization and its contribution to the revival of Western philosophy and culture". This project, together with its sister-initiative - the philosophical reading of «Arab-Muslim Civilization in the Mirror of the Universal: Philosophical Perspectives» - was launched in the framework of the International Year for the Rapprochement of Cultures (2010) and the partnership with the UN Alliance of Civilizations.

Lessons learned from the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010)

07019 During the International Decade, one of the main obstacles observed to achieving a culture of peace is gender inequality. While it is widely acknowledged by the international community that investing in gender equality is one of the most effective means of reducing poverty and encouraging inclusive sustainable development and a culture of peace, this has still not been effectively translated by all Governments into country-level action. Thus, greater efforts are needed to (a) promote the rights and

status of women worldwide; (b) ensure that there is equal access and full participation of women in power structures; and (c) that women are fully involved in peace-building and reconciliation efforts. This must entail using a cultural lens so as to develop effective policy measures to address gender inequality across different cultures. It also means addressing gender-bias in educational and learning processes and in the media. Another obstacle encountered is the problem of violence against women, which is one of the most widespread violations of human rights and which is a particularly despicable occurrence during times of conflict. Women should be empowered to be agents of change and decision-makers, whether in their homes or in the work place, whether accessing their legal rights to protection from violence, contributing to post-conflict reconstruction or working on climate change adaptation or mitigation.

07020

Another major obstacle to building a culture of peace relates to the violent radicalization of youth and the emergence of youth extremism over the course of the Decade. Many countries have a large segment of unemployed youth, lacking education, skills, and prospects. This situation is exacerbated by significant shifts in social variables, such as the breakdown of family structures, migration to overcrowded urban areas, exclusion from opportunities to achieve life goals and a sense of marginalization. The result is that many young people are left mired in tension and too often conflict – that breeds despair, frustration and fear, aggravated by exposure to violence, whether in daily life, through the media or at school. Youth who are caught in these circumstances are vulnerable to manipulation, exploitation and radicalization that may descend into violence by groups and individuals pursuing an intolerant and extreme agenda.

07021

Another lesson of the Decade's activities is that growing young populations in many countries throughout the world present opportunities and challenges. The energy, creativity and idealism of youth can enrich cultures, drive economic growth, build civil society and promote understanding. Youth today, perhaps even more so than previous generations, are at a crossroads and need to be engaged through concrete activities.

Towards an intersectoral and interdisciplinary Programme of Action for a Culture of Peace and Non-violence

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The new draft Programme of Action for a Culture of Peace and Non-violence proposed in this document builds on the knowledge gained and the best practices identified in the implementation of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) and initiatives organized in connection with the dialogue among civilizations, including the Alliance of Civilizations, and having regard to past cooperation and exchanges with United Nations specialized agencies, particularly UNICEF. It also draws upon the provisions of 185 EX/PX/DR.7 on the culture of peace, and the discussions on this item in the PX Commission and during the thematic debate of the Plenary and the Drafting Group for the 36 C/5 during the 185th session of the Executive Board.

07023

The main objectives of the draft Programme of Action are:

- To update and breathe new life into the concept and practice of a culture of peace and non-violence;
- To raise awareness of the need for humanity to change the way in which people relate to others;
- To promote a global, social and cultural movement to promote a culture of peace and non-violence.

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The main beneficiaries of such action shall be women, children and youth as well as the most vulnerable segments of society.

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Priority will be rendered to African Member States in the areas of peace-building, culture of peace and non-violence, reconciliation, dialogue and regional integration, and in post-conflict and post-disaster situations.

- 07026** The Director-General proposes to assign the implementation, management and monitoring of the programme of action to the intersectoral platform on “promotion of a culture of peace and non-violence”, which will be responsible for guiding, monitoring and reporting on the implementation of this programme of action by Sectors collectively. This intersectoral platform will involve senior staff members from all programme Sectors at Headquarters, from field offices and from relevant category 1 institutes, including the newly created Mahatma Gandhi Institute of Education for Peace and Sustainable Development in Delhi (MGIEP).
- 07027** UNESCO cannot act alone. As demonstrated during the International Decade for a Culture of Peace and Non-Violence for the Children of the World, 2001-2010, effective large-scale action will require a broad and diverse range of stakeholders. The platform will therefore pursue initiatives with various partners, including the Alliance of Civilizations (AoC), and will promote a diversity of action by mobilizing diverse stakeholders. These stakeholders include Member States and their National Commissions, centres and institutes under the auspices of UNESCO (category 2), such as the Asia-Pacific Centre for Education and Intercultural Understanding (APCEIU) and the International Centre for Girls and Women’s Education in Africa (CIEFFA), UNESCO Clubs, UNESCO Associated Schools (ASPnet), UNESCO Chairs, parliamentarians, mayors and their respective international networks, UNESCO Goodwill Ambassadors and Artists for Peace, the United Nations University, the University for Peace in Costa Rica, NGOs, scientific associations, academia and research centres, journalists and the media, religious authorities and leaders, national human rights institutions, women’s associations and youth associations, the private sector and mediators.
- 07028** The main purpose and strategic focus of the programme of action will be to assist Member States in preventing conflict and in promoting mutual understanding and reconciliation for a culture of peace and non-violence among countries, communities and people, in particular through intercultural and interreligious dialogue in all of UNESCO’s areas of competence.
- 07029** Reconciliation is an essential component of a culture of peace. It is particularly pertinent to situations in which long-standing conflict, whether open or latent, is rooted in a culture of mutual suspicion, hostility or even hatred and in concrete patterns of inequality based on discrimination and asymmetrical power relations. Many national, ethnic or religious conflicts that have occurred in recent decades in various regions have shown precisely these features. By removing the bases for emergence or re-emergence of violence, reconciliation builds personal and social capacity for sustainable peace and contributes to the attainment of important human developmental goals.
- 07030** It should be noted that reconciliation as a process is relevant not only for the societies that have been torn apart by violent conflict, but for any human context where the trauma caused by structural injustice – discrimination, xenophobia, or various forms of inequality needs to be addressed, and the attitudes based on stereotypes, misconceptions and fear need to be transformed. Whether it is in big cities or rural areas of the global North or South, reconciliation is an integral part of building open, tolerant and peaceful communities.
- 07031** Fostering reconciliation is therefore among the important challenges facing the international community today. As stressed during the United Nations High-level Plenary Meeting on the Millennium Development Goals (MDG Summit) (New York, 20-22 September 2010), countries in situations of conflict and fragility are furthest away from achieving the MDGs. With only a few years left until the 2015 deadline to achieve the MDGs, there is a clear need to mobilize resources towards conflict-affected societies, and to promote reconciliation for durable peace as an integral part of development strategies.

Focus on reconciliation complements the objectives of the International Year for the Rapprochement of Cultures (2010). For UNESCO, as the lead agency, the Year has been an opportunity to identify new ways of promoting peace in the minds of men and women, taking into account the realities of the globalized world that differs significantly from the one that gave birth to the United Nations and to UNESCO. The challenge is to explore innovative approaches to fostering reconciliation, such as the role of media and new information technologies, the extent to which cultural heritage and intercultural and interreligious dialogue can constitute a platform for reconciliation, or the pivotal role that education can play in peace-building.

The role of UNESCO's five major programmes

This section outlines the specific action of each major programme to promote a culture of peace and non-violence, as reflected in the Draft 36 C/5, which will inform the targeted intersectoral and interdisciplinary effort through the intersectoral platform:

(a) Major Programme I:

- Supporting research related and capacity-building needs in Member States to develop educational curricula for dialogue, tolerance and reconciliation, human rights education, values education, education for democracy and citizenship education at all levels of education as part of the promotion of a culture of peace and non-violence, which will include the mobilization of all networks (ASPnet, National Commissions, UNITWIN/UNESCO Chairs), as well as focused activities by UNESCO's category 1 education-related institutes, particularly the International Bureau of Education (IBE), the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) and other category 2 education-related institutes and centers, in particular the Asia-Pacific Centre for Intercultural Understanding (APCEIU);
- Raising awareness among governments and donors at high-level policy fora of the need to prioritize the development of inclusive education systems which impart the skills of dialogue, tolerance, mutual respect, and reconciliation as one of the most effective tools for peace-building and reconciliation, particularly in post-conflict reconstruction efforts;
- Providing policy advice on how to integrate the values and principles of a culture of peace into education policies and plans, including in the Basic Education in Africa Programme (BEAP), with special assistance from IIEP; and developing generic curriculum framework on the integration of values education into education systems to also be used in joint programming by United Nations country teams;
- Providing special assistance to countries in post-conflict situations in Africa to assist in the reintegration of former child and youth combatants, including through UNESCO's Programme of Education for Emergencies and Reconstruction (AFRPEER);
- Providing capacity building for teachers to teach respect for and understanding of different faiths and ethical beliefs and to equip students with the dialogue skills, which promote learning to live together, including through the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) and through teacher-training curricula for media and information literacy;
- Developing a dedicated knowledge base on peace-building and reconciliation approaches to foster a culture of peace, which will include all relevant materials and publications on educating for a culture of peace (such as peace and non-violence education, human rights education, citizenship education, Holocaust remembrance education, inclusive education, heritage education);

- 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 to develop a culture of peace and non-violence. 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;
- As proposed by the Copenhagen Conference on “Education for Intercultural Understanding and Dialogue” (21-22 October 2008), specific platforms for cooperation across cultural boundaries will be developed, with a particular focus on young people, so as to encourage mutual understanding, greater knowledge of the “Other”, and emergence of individual attitudes and values conducive to building a culture of peace.

(b) Major Programme II:

- Promoting science for peace and non-violence as a vehicle for intercultural dialogue, cooperation and exchange to help prevent potential conflicts over natural resources, such as freshwater and arable land, and to address complex global environmental and development challenges, including issues related to natural disaster prevention, climate change and the management of and equitable access to natural resources, and renewable and alternative energy; to that end support the Israeli-Palestinian Science Organization (IPSO), the Malta Conferences, the Third World Academy of Sciences (TWA) and the “From potential conflict to cooperation potential (PCCP)” programme of the International Hydrological Programme, as well as the young scientists network;
- Demonstrating the potential of transboundary biosphere reserves for promoting reconciliation, international dialogue and cooperation and exchange on issues related to climate change adaptation, biodiversity loss, sustainable development and eco-tourism;
- Enhancing the scope and international visibility of science for peace during the annual observance each November of World Science Day for Peace and Development and by promoting exchange and cooperation between scientists from different nations, including through South-South and North-South-South triangular cooperation;
- Enhancing access to girls and women from all cultural backgrounds to science education and to jobs in scientific fields, and the building of international networks of women in scientific fields.

(c) Major Programme III:

- Launching an investigation of reconciliation as a form of social transformation in post-conflict and post-disaster contexts, including through the use of media as an agent of change, and by countering content in cyberspace which abets intolerance, racism and aggressive attitudes;
- Initiating research on contemporary subjects of relevance for a culture of peace (such as different philosophical approaches; reconciliation; the ethical dimensions of climate change; new forms of violence affecting women; violence against and among youth; democracy in post-conflict and post-disaster situations) through UNESCO’s networks and partners (such as UNITWIN, Directors of Peace Research and Training Institutions, International Network of Women Philosophers, UNESCO Chairs) and dissemination of such research to policy-makers through the MOST Programme or at the country level through UNCTs;

- Identifying best practices on the prevention of youth violence and the radicalization of youth by fostering their civic engagement, enhancing their employability and promoting their social integration, building also on the experience gathered at the Bahrain and Indonesia conferences in 2008 and 2009 on Youth@the Crossroads; and through the implementation of the UNESCO Strategy for African Youth, including engagement with the category 2 Guidance, Counseling and Youth Development Centre for Africa (GCYDCA);
- Facilitating the involvement of youth in reconciliation and peace-building efforts by providing training and dialogue skills for youth, and by supporting their involvement in sub-regional initiatives like the “Greater Horn Horizon” Forum;
- Promoting sport as a catalyst for reconciliation in post-conflict contexts, building on universal values and ideals to strengthen social cohesion, tolerance and inclusion;
- Introducing reconciliation and tolerance for a culture of peace and non-violence as means to fight against all forms of discrimination, racism and xenophobia, in particular at the municipal level (through the Cities against Racism programme); thereby breaking the vicious cycle of exclusion, addressing underlying issues and building trust and respect within multicultural and multiethnic contexts;
- Developing initiatives to foster women’s participation in conflict resolution, peace-building and reconstruction, and strengthening efforts to address gender-based violence, notably through the Palestinian Women’s Research and Documentation Centre in Ramallah and through the activities of the category 2 Research and Documentation Centre on Women for the Great Lakes Region, based in Kinshasa;
- Creating platforms for intercultural dialogue on the ethical dimensions of scientific and technological advancements, which would facilitate regional cooperation among countries affected by conflicts and war;
- Supporting Member States in developing violence prevention policies, and promoting philosophical debate on issues related to violence prevention, reconciliation and a culture of peace.

(d) Major Programme IV:

- Promoting the pedagogical use of UNESCO’s General and Regional Histories, the teaching of the history of the Slave Trade, and educational programmes that emphasize the role of heritage in providing a bridge between cultures (such as the Heritage in Young Hands Initiative) so as to facilitate mutual understanding between peoples and combat ignorance;
- Facilitating reconciliation and intercultural dialogue by building bridges between peoples and communities through cultural heritage, such as:
 - (i) international safeguarding campaigns, building on UNESCO’s work at the Mostar Bridge in Bosnia and Herzegovina, Angkor in Cambodia, Bamiyan in Afghanistan;
 - (ii) the expansion of Slave Route Project activities to include other regions (Asia and the Pacific, the Arab States) and themes (psychological consequences of slavery, transfer of knowledge from Africa, building of plural identities) and the promotion of cultural tourism around the sites/itineraries related to the slave trade, and the preparation of pedagogical tools;

- (iii) a new Programme on Heritage and Dialogue, which will seek to develop new approaches to complex regional issues, promote dialogue among policy-makers, encourage joint initiatives in the field of World Heritage, intangible heritage, cultural industries and museums, and facilitate networking of cultural institutions;
 - (iv) a new Cities for Sustainable Development Programme to capitalize on the capacity of urban centers to facilitate dialogue among urban communities;
 - (v) sustainable, cultural tourism as a major vehicle for intercultural dialogue and peace-building;
 - (vi) the organization of high-level policy fora on issues related to reconciliation and tolerance (e.g. annual regional summit meetings in South East Europe, Permanent Forum of Arab-African Dialogue on Democracy and Human Rights);
 - (vii) implementation of the Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal Programme;
- Enhancing mutual understanding and tolerance between Muslim/Arab and European societies through the implementation of the Intercultural Vademecum projects;
 - Facilitating negotiations and international cooperation with a view to restituting or returning cultural property to its country of origin or restituting such property in case of illicit appropriation through the Intergovernmental Committee for Promoting the Return of Cultural Property to its country of origin;
 - Promoting reconciliation, social cohesion and international cooperation through the implementation of the 1954 (The Hague) Convention for the Protection of Cultural Heritage in the Event of Armed Conflict 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;
 - Promoting the integration of cultural diversity and intercultural dialogue principles in national policies and programmes for reconciliation and peacebuilding;
 - Promoting the arts, visual arts and music, including through arts education, creativity and cultural tourism as vectors for reconciliation, dialogue, exchange and the rapprochement of cultures, including through the provision of support for children’s arts festivals, such as the UNESCO Children’s Performing Arts Festival in East Asia.

(e) Major Programme V:

- Developing media and dialogue projects, which stress the importance of dialogue and collaboration across conflict lines among individuals, groups and communities, in particular through UNESCO’s special programme for conflict-sensitive reporting;
- Building capacities for non-partisan information and the promotion of reconciliation by local independent media in pre-conflict, conflict and post-conflict situations, and in the framework of a democratic transition, assist independent media, *inter alia*, by providing advice to national authorities on the development of media pluralism and independence;
- Building capacities of media and information professionals to provide unbiased information and counteract incitement to hatred and violence, and to enhance the understanding of the “Other” without stereotyping by:

- (a) facilitating cross-cultural reporting through the joint organization of journalist training programmes, the joint production of broadcasts, newspapers, magazines and websites by journalists from different cultural backgrounds;
 - (b) promoting twinning projects at all levels of media, targeting managerial, technical and editorial staff;
 - (c) reinforcing “visiting journalists” programmes and access to media content through joint distribution projects;
- Strengthening media and information literacy to allow society to learn about itself and build a sense of community;
 - Promoting media as a vehicle for reconciliation, tolerance and cultural cohesion within and between countries, particularly among the youth, by developing innovative ways to use technology-based communication solutions and new social media networks to connect people from diverse cultural and religious backgrounds including through the Global Youth Movement for the Alliance of Civilizations (GYMAOC), the creation of new virtual spaces of encounter and exchange, and through the facilitation of intercultural and inter-community dialogue through the open-ended, participatory and inclusive Power of Peace Network (PPN) with its innovative use of media and ICTs and supported by the PPN website.

07034

Expected results at the end of the biennium:

Values and principles of a culture of peace promoted and integrated into education systems, policies, plans and curricula in all regions

Mutual understanding among peoples promoted, including through UNESCO’s General and Regional Histories and educational programmes that demonstrate the role of heritage as a bridge between cultures

Inter-cultural skills and values of a culture of peace developed in Member States through formal and non-formal education

Educational initiatives (in formal, non-formal and informal settings) on peaceful conflict resolution and non-violence supported at the national, regional and international levels

Higher education and research institution networks strengthened to facilitate intercultural research, exchange of knowledge and capacity-building

Potential conflicts over natural resources, such as water and arable land, prevented or defused as a result of intercultural scientific dialogue, cooperation and exchange

Knowledge base about different cultures and peoples as well as peace-building and reconciliation approaches developed

Research on contemporary subjects of relevance for a culture of peace initiated and research disseminated to policy-makers

National research capacities supported to contribute to post-disaster, post-conflict and reconciliation strategies, and draw on research experiences from peace and reconciliation commissions as good practice

Academic dialogue on historical reconciliation promoted in several regions

Environment conducive to social interaction sustained, a reduction of tensions and adherence to cultural diversity

Gender equality highlighted and promoted as a pillar for peace

Women's participation in conflict resolution, peace-building and reconstruction enhanced

Youth empowered to become agents of social change and actors for peace

Peace-building, non-violent conflict prevention and a culture of tolerance fostered among youth leaders with the support of ICTs

Culture of peace promoted at UNESCO Youth Forum of 37th session of General Conference and at youth fora of other UNESCO conferences, globally and regionally

Intercultural and interreligious dialogue reinforced to lay foundations for mutual understanding and peaceful engagement among countries and societies

- (a) through cooperation with the Alliance of Civilizations (AoC), including the network of universities "UNESCO UNITWIN/AoC Chairs on Media and Information Literacy for Intercultural Dialogue" and the Global Youth Network
 - (b) through high-level conferences devoted to the reinforcement of cooperation and dialogue focusing on select themes in UNESCO's fields of competence
 - (c) through implementation of "Intercultural Vademecum" projects, enhancing mutual understanding between Muslim/Arab and European societies
 - (d) through the open-ended, participatory and inclusive Power of Peace Network (PPN) with its innovative use of media and ICTs
 - (e) through the promotion of dialogue through music and the arts
 - (f) through arts education as a means of enhancing awareness about different cultures
 - (g) through facilitation of cross-cultural reporting, including the joint organization of journalist training programmes and joint production by journalists from different cultural backgrounds
-

Cultural heritage affected by conflict conserved and restored, supported by dialogue within and across divided inter-ethnic communities

Conflict prevention and support measures to countries in post-conflict and post-disaster situations promoted

Intersectoral Platform on UNESCO's Contribution to Climate Change Mitigation and Adaptation

07035

The Platform is charged with promoting the implementation of the UNESCO Strategy for Action on Climate Change and the associated UNESCO Initiative on Climate Change with a focus on: climate science and knowledge; climate change education in the overall context of ESD; climate change, cultural and biological diversity and cultural heritage; the ethical, social, human and gender dimensions of climate change; and UNESCO's own climate neutrality policy.

07036

The Platform adopts the following biennial priority: enhancing and applying the climate change knowledge base for building green societies through reinforcing the scientific, mitigation and

adaptation capacities of countries, communities and groups that are most vulnerable to the effects of climate change, with special focus on Africa and SIDS. The gender dimension of climate change will be mainstreamed within all of the Platform's activities. Altogether, the Platform will aim at realising four expected results with four flagship activities:

Expected Result 1: Interdisciplinary climate change knowledge base strengthened and a UNESCO Climate Change Adaptation Forum developed

07037

The first Platform flagship activity will promote the continuous strengthening of the interdisciplinary climate change knowledge base primarily involving the sound and unbiased generation and use of data, information and research concerning climate change (climate science) assessment, monitoring and early warning. This will be integrated with UNESCO capacities in natural and social sciences, culture, education and communication to improve the resilience of Member States to climate change through national and local climate risk management policies that integrate science, local and indigenous knowledge, and ecological and socio-cultural systems. For this purpose, the Platform will, in close cooperation with relevant UN partners, such as WMO and UNEP, develop a UNESCO Climate Change Adaptation Forum that will bring together the generators of climate information (based on global and regional scientific observations and research as well as local observations), and potential users of information on climate variability and change, such as coastal managers, urban planners, community groups, UNESCO site managers, the agricultural and energy sectors, educators and journalists; with the overarching goals of building the local climate knowledge base by improving the potential user's understanding and use of climate information; and identifying the requirements for improved research and observations to benefit the region. This will be UNESCO's major intersectoral contribution to the Global Framework for Climate Services (GFCS). Other UNESCO programmes such as the World Climate Research Programme (WCRP) and Global Ocean Observing System (GOOS) are already pillars of the GFCS.

Expected Result 2: Interdisciplinary Climate Change Education for Sustainable Development Flagship Programme further developed

07038

Using innovative educational approaches, the second flagship will help young people understand, address and adapt to the impact of climate change and contribute to building a new generation of climate change-aware citizens, as well as encourage the changes in attitudes and behaviours needed to put our world on a more sustainable development path.

Expected Result 3: Global climate change field observatory of UNESCO sites expanded

07039

The third flagship will maximize the comparative advantages of UNESCO's action to address the environmental, socio-economic and cultural impacts of climate change from local to international levels. It also strives to demonstrate the value added of UNESCO's sites for integrated management at the landscape level; and to increase the visibility and the use of these sites as priority references for monitoring and adapting to climate change across a wide range of representative ecosystems and through dialogue among all relevant stakeholders, including local and indigenous communities. The marine World Heritage sites and biosphere reserves included in the observatory will contribute to the GOOS observations of climate variability and change.

Expected Result 4: The interdisciplinary social, human, ethical and gender dimensions of climate change research programme strengthened

07040

With the objective of benefiting the most vulnerable, and related to the cross-cutting issues of energy, water and biosphere management, as well as improving the understanding of the social dimensions,

including gender equality issues, related to climate change, and contributing to Member State's efforts globally to address climate change mitigation and adaptation, the fourth flagship activity will develop and implement a policy-relevant, action oriented research programme focusing in particular on the design and implementation of appropriate climate change adaptation actions, based on the MOST and environmental ethics programmes, in cooperation with partners. The results of the flagship will feed into the work and delivery of the UN Task Team on the Social Dimensions of Climate Change, in which UNESCO is an active member.

Intersectoral Platform on UNESCO's contribution to the fight against HIV and AIDS

07041 UNESCO is uniquely placed to make an intersectoral and multidisciplinary contribution to efforts to tackle HIV and AIDS by harnessing the resources of all of its sectors. Such efforts have been coordinated through the Intersectoral Platform on HIV and AIDS since it was established in the previous biennium, and will be further strengthened in the 36 C/5.

07042 UNESCO supports efforts towards universal access to comprehensive HIV programmes for prevention, treatment, care and support. This is in the framework of the MDGs, particularly MDG 6 on HIV and AIDS – namely, to halt the epidemic and to begin reversing it by 2015 – and of the six EFA goals, the achievement of which is fundamental to reducing HIV vulnerability. To this end, UNESCO is well placed to address the complex challenges of the epidemic through a holistic approach. This involves improved coordination and harmonization, especially at the country level where the response to HIV and AIDS constitutes a high-priority component of joint programming efforts by several United Nations system organizations and other partners.

07043 UNESCO's work on HIV and AIDS is coordinated through the Intersectoral Platform on HIV and AIDS, overseen by the UNESCO Global Coordinator for HIV and AIDS with support from the UNESCO Focal Point on HIV and AIDS. Four regional HIV and AIDS advisers, based in Johannesburg (at the UNAIDS Regional Support Team office), Bangkok, Moscow and Santiago, and two sub-regional advisers in Beirut and Dakar, provide a critical link between global and country level to support national colleagues and partners to deliver relevant and high-quality technical support to Member States. Their role includes engaging in regional UN processes related to HIV, intersectoral programming, articulating and communicating UNESCO's role and impact and generating further resources to support this work. In 2010-2011, UNESCO expanded its capacity at national level to respond to HIV and AIDS through the creation of twenty National Programme Officer (NPO) posts, ten of which are intersectoral. UNESCO will continue with its efforts to strengthen country-level HIV capacity and impact in 2012-2013.

07044 As a UNAIDS cosponsor, UNESCO works closely with the other nine UNAIDS cosponsors and Secretariat, which collectively define commonly agreed outcomes within a division of labour and ensure harmonized action at the country level. Under the recently revised division of labour, UNESCO has been designated as the convening agency for ensuring good quality education for a more effective HIV response. UNESCO is also a key partner in eight other areas, which focus on reducing sexual transmission of HIV, empowering young people and other key populations to protect themselves from HIV infection, meeting the HIV needs of women and girls and stopping sexual and gender-based violence, removing punitive laws and reducing stigma and discrimination, and supporting prioritised and costed national AIDS plans.

07045 In 2012-2013 all programme sectors will continue to contribute to strengthening and complementing education sector policies and practices, through: (i) engaging universities and research institutions to integrate HIV and AIDS in their scientific programmes, and promoting capacity building for

research to ensure the dissemination of accurate scientific information; (ii) action to reduce stigma and discrimination affecting key populations and including people living with HIV, particularly through the capacity-building of national and regional networks, young people and the strengthening of policies and practices of local governments; (iii) the implementation of culturally-appropriate and gender-responsive HIV programmes, working particularly to address gender inequalities and inequities that increase the vulnerability of women and girls to HIV infection; and (iv) the design and implementation of information and communication strategies that focus on prevention activities and capacity-building of professionals in the fields of media and communication, and culture and heritage.

Expected result 1: Capacities of Member States enhanced to design, implement and assess rights-based, scientifically accurate, culturally appropriate, gender-responsive and age-specific HIV education, communication and information programmes for universal access

<i>Indicators</i>
<ul style="list-style-type: none"> ■ Percentage of young women and men, aged 10-24 years, who demonstrate desired levels of knowledge on transmission of HIV and reject major misconceptions about HIV transmission ■ Number of countries that provided life skills-based HIV education in school settings within the last academic year ■ Number of countries in which social media platforms were developed and strengthened to increase access to quality HIV and AIDS education, communication and information

Expected result 2: Multidisciplinary and intersectoral responses of Member States promoted so countries can develop, disseminate and support the use of gender-responsive evidence-based policies and practices on HIV and education

<i>Indicators</i>
<ul style="list-style-type: none"> ■ Number of countries with a multisectoral strategy that addresses HIV in the school setting ■ Number of countries supported to develop and/or implement HIV-related policies that integrate the needs of women and girls, and/or address gender inequalities and inequities

Expected result 3: Capacities of Member States enhanced to effectively address HIV-related stigma and discrimination in order to establish an environment that is more respectful of the rights, dignity and needs of vulnerable populations, including women and girls and young people, and people living with HIV

<i>Indicators</i>
<ul style="list-style-type: none"> ■ Number of countries that have non-discrimination laws or regulations which specify protections for most-at-risk affected populations (MARPs) or other vulnerable population groups, including young people ■ Number of countries supported to develop and/or implement HIV-related policies that specifically address gender-based violence; engagement of men and boys; and/or other actions promoting gender equality

Intersectoral Platform on UNESCO's Support to Countries in Post-Conflict and Post-Disaster Situations

- 07046** The platform, based upon representation from all five Major Programmes and all relevant central services as well as Field Offices, is UNESCO's main framework for coordinating the operational assistance to crisis-affected countries, from immediate relief and early recovery to longer-term reconstruction and development. The platform functions as a crisis cell leading the immediate coordination of urgent response as well as a facilitator for UNESCO's overall strategic response to post conflict and post disaster situations.
- 07047** The human dimensions of relief, recovery and reconstruction processes and policy advice and institutional capacity-building 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. Disaster risk reduction and conflict prevention are indispensable elements of the Platform's mandate.
- 07048** Beyond coordinating UNESCO's post-conflict and post-disaster activities the platform will also, at the global level, advocate for the recognition of UNESCO's role within the overall United Nations coordination machinery. This takes place 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. Furthermore, the platform will ensure UNESCO's participation in the Executive Committee for Humanitarian Affairs (ECHA) and in the Interagency Standing Committee (IASC), in close collaboration with the liaison offices in New York and Geneva. The platform will also seek to strengthen cooperation with regional intergovernmental organizations and to develop strategic partnerships with NGOs and professional associations involved in peace-building and disaster mitigation efforts.
- 07049** At the operational level, the platform supports field offices in their post-conflict and post-disaster responses by coordinating programme support, providing proper infrastructures and facilitating administrative mechanisms and arrangements.
- 07050** At headquarters level, the platform will engage programme sectors and central services to facilitate adequate support and staffing of offices working in PCPD countries, as well as streamlined administrative processes adapted to crisis situations.
- 07051** UNESCO's activities will comprise providing early peace dividends through emergency education, communication and cultural heritage reconstruction programmes; providing upstream policy advice and capacity-building to restore national planning and management capacities to cope with challenges; "building back better" by providing technical assistance and advisory services to national authorities, international partners, and professional and civil society organisations in longer-term sustainable reconstruction; generating skills and economic opportunities, and empowering local communities to participate in the reconstruction and peace processes; supporting professional communities, according to their specific needs; and 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;

07052

Action will be articulated around the following main thrusts: reconstructing 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; 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; providing access to information; 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.

07053

Expected results at the end of the biennium:

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

Support provided for cultural pluralism, intercultural dialogue and the safeguarding and protection of damaged cultural heritage, including intangible heritage, with a view to sustaining peace and social cohesion processes

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 and access to humanitarian information in disaster environments improved, and safety of media professionals enhanced

National/local planning, management and reform capacity for country-led recovery and reconstruction improved in UNESCO's fields of competence

Policy guidelines on conflict prevention and disaster risk reduction developed and disseminated widely in affected Member States

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 and improved national/local activity planning

Intersectoral Platform on UNESCO's Contribution to the Mauritius Strategy for the further implementation of the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS)

07054

The Platform spearheads UNESCO's contribution to the United Nations strategy in support of sustainable development in SIDS, drawing on the contributions of all five UNESCO programme sectors. The overall objective is to mobilize UNESCO's comparative advantage by developing fully intersectoral activities that address priorities identified by SIDS Member States. To identify these priorities, the Platform's work is guided by the High-Level five-year review of the Mauritius Strategy that took place in September 2010, as well as Decision 41 adopted by the 185th session of the Executive Board, and Resolution 33 adopted by the 35th session of the General Conference. The proposed expected results draw together inputs from across UNESCO's house-wide SIDS Task Team at Headquarters and in the Field, laying the foundation for collaborative on-the-ground implementation.

Expected results at the end of the biennium:

Expected Result 1: Resilience of communities reinforced in SIDS, with particular reference to climate change adaptation and natural disaster preparedness, through evidence-based policies, education and capacity development and the mobilization of civil society

Expected Result 2: SIDS efforts towards sustainable development supported through the safeguarding and reinforcement of island cultural and natural heritage, including local and indigenous knowledge and practices

Expected Result 3: Capacity built in SIDS for the development and implementation of policies and practices that reinforce educational, economic and livelihood opportunities for island youth, both women and men, with particular reference to ESD, TVET, STI, media and information, and cultural industries

Intersectoral Platform on Priority Africa and its implementation by UNESCO

07056

Pursuant to 34 C/Resolution 54, the Director-General's guidance at the 184th session of the Executive Board, and the recommendations of the task force on Priority Africa, the "Africa intersectoral platform" is a mechanism for coordinating, supporting and monitoring the implementation of the programme and budget priority given to Africa. The restructured platform, with its means of action strengthened, and the new programme on special projects designed through an initiative of the Africa Department, in consultation with the sectors, are now the two levers for promoting and coordinating intersectoral activity.

07057

Coordinated by the Africa Department, the Africa platform will be required to identify, formulate and provide technical assistance and take part in the implementation of a small number of major intersectoral projects, validated by the Member States and with considerable impact on the ground. It will continue to provide support for ongoing regional strategies and projects such as use of the General History of Africa in education, the Slave Route, the UNESCO strategy on youth and the three major initiatives under Africa's Science and Technology Consolidated Plan of Action.

07058

Furthermore, the Africa platform will ensure implementation of decisions adopted by the Organization's governing bodies. It will establish synergies and common programmes with other platforms, if need be.

07059

In light of the above, action taken by the Africa platform will be geared mainly to achieving international goals and commitments such as education for all (EFA), the Millennium Development Goals (MDGs) and those of the African Union (AU), including the New Partnership for Africa's Development (NEPAD), which determine the common framework for international action in furtherance of Africa's development. It will also take into account UNESCO's gender action plan and the Organization's new programme directions on culture as a factor of development and the promotion of a culture of peace and non-violence.

07060

More specifically, the platform will aim to:

- (a) give fresh impetus to intersectorality and interdisciplinarity, both in the sectors and in field offices;

- (b) identify and draw up, in cooperation with the sectors, field offices, UNESCO institutes and partners, an action plan including a programme of activities, budgetary data and a resource mobilization strategy;
- (c) mobilize substantive, technical and financial resources to implement the action plan;
- (d) implement, jointly with the sectors, field offices, UNESCO institutes and partners, projects identified under the platform, through multisectoral technical assistance teams;
- (e) establish a data bank on activities under way and/or implemented and draw up reports for the governing bodies;
- (f) carry out communication and visibility activities on progress achieved in implementing Priority Africa.

07061

In order to ensure that UNESCO's programme is in line with that of the African Union and its NEPAD programme, the frame of reference for the Africa platform's action will be the decisions and governance texts of the African Union and the regional economic communities on the promotion of regional integration in UNESCO's various fields of competence:

- Plan of Action for the Second Decade of Education for Africa;
- Africa's Science and Technology Consolidated Plan of Action;
- Nairobi Plan of Action for Cultural Industries in Africa;
- decisions on the links between education and culture;
- peace and security;
- African Common Position on Climate Change;
- African Youth Charter and plan of action of the Decade for Youth Development and Empowerment in Africa; and
- decisions on information and communication.

07062

The Africa platform's action will be geared to questions/issues that are crucial to the continent, as expressed by the Member States of Africa in their regional bodies' framework documents. It will endeavour to respond to the African countries' questions/needs so that they may achieve the MDGs and EFA goals. The main lines of action set out below take into account the Organization's new directions on the role of culture in sustainable development, the need to refocus its mission on peace-building and the role of women and young people in Africa's future:

- (a) education for a culture of peace and non-violence in Africa;
- (b) strengthening the links between education and culture for sustainable development;
- (c) mobilization of science, technology and innovation for sustainable development;
- (d) promoting the training, employment and social integration of young people;
- (e) role of higher education in strengthening education and research systems.

Results expected at the end of the biennium:

Expected result 1: A comprehensive Priority Africa Action Plan drawn up and implemented by field offices and UNESCO institutes, in close cooperation with other United Nations agencies and external partners

Indicators

- Number of major intersectoral projects included in the Priority Africa Action Plan and reflected in the work plans
- Assistance provided to Member States and to major specialized agencies of the African Union in UNESCO's fields of competence
- Resource mobilization strategy for Priority Africa put in place with accountability vested in the programme sectors and offices in the subregion

Expected result 2: Priority Africa activities monitoring the implementation of plans of action (African Union decisions) systematically reviewed

Indicators

- Annual report on the impact of UNESCO cooperation in Africa, by sector, submitted to the governing bodies
- Regular statistical analyses of the budget allocated for Africa and for various themes on Africa
- Monitoring of the alignment of UNESCO activities in Africa with the needs expressed by Member States and in African Union decisions

Field Office implementation of decentralized programmes

Field – 1

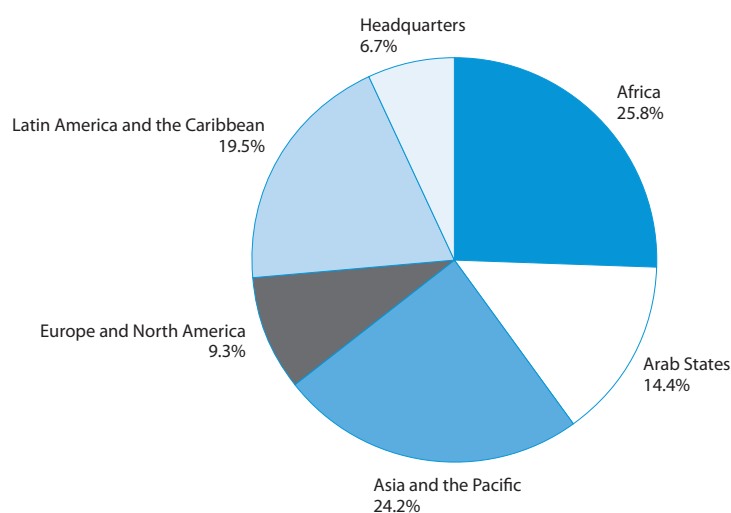
Activities / Staff	Regular Budget					Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/(out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
1. Field Management of decentralized programmes (staff)	56 189 400	267 700	56 457 100	1 759 200	54 500	58 270 800	423 800
2. Field offices operating costs	19 865 200	-	19 865 200	619 200	241 100	20 725 500	1 123 800
3. Field coordination at Headquarters							
Activities	388 200	-	388 200	12 100	(91 100)	309 200	-
Staff	4 305 000	(887 600)	3 417 400	156 100	(205 700)	3 367 800	228 600
Total	80 747 800	(619 900)	80 127 900	2 546 600	(1 200)	82 673 300	1 776 200

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)" under Technical Note and Annexes.

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

Region / Headquarters	Regular budget breakdown by region						
	Field Management of decentralized programme (staff)	Field office operating costs (activities)	Field coordination at Headquarters		Posts	Total	
			Activity	Staff		\$	weight
Africa	15 133 300	6 229 100			116	21 362 400	25.8%
Arab States	9 535 200	2 408 300			62	11 943 500	14.4%
Asia and the Pacific	15 076 900	4 953 600			118	20 030 500	24.2%
Europe and North America	4 247 800	3 419 400			17	7 667 200	9.3%
Latin America and the Caribbean	14 277 600	1 865 100			92	16 142 700	19.5%
Total, Field	58 270 800	18 875 500			405	77 146 300	93.3%
Headquarters	-	1 850 000	309 200	3 367 800	13	5 527 000	6.7%
Total, Field Office implementation of decentralized programmes	58 270 800	20 725 500	309 200	3 367 800	418	82 673 300	100.0%

Regular budget



Field – 2

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	Total 36 C/5 Proposed	
		\$	\$	
1. Field Management of decentralized programmes				
Staff (established posts)		58 270 800	58 270 800	423 800
2. Field office operating costs				
I. Field office running costs				1 123 800
Temporary assistance	4 697 600		4 697 600	
Staff travel on official business	1 530 800		1 530 800	
Contractual services	124 300		124 300	
General operating expenses	10 858 500		10 858 500	
Improvement of premises	36 400		36 400	
Supplies and materials	926 600		926 600	
Furniture and equipment	730 600		730 600	
Other expenditure	520 700		520 700	
Subtotal	19 425 500	–	19 425 500	1 123 800
II. Sums administered by the Bureau of Field Coordination for the reinforcement of field offices:				
UNESCO's participation in pilots for the "One UN" initiative	800 000		800 000	
Administrative support for post conflict and post disaster	500 000		500 000	
Subtotal	1 300 000	–	1 300 000	–
Total, Field office operating costs	20 725 500	–	20 725 500	1 123 800
3. Field coordination at Headquarters				
I. Staff (established posts)		3 367 800	3 367 800	228 600
II. Other costs:				
Temporary assistance	55 000		55 000	
Staff travel on official business	94 000		94 000	
Contractual services	45 000		45 000	
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, Field offices coordination (Headquarters)	309 200	3 367 800	3 677 000	228 600
Total, Field office implementation of decentralized programmes	21 034 700	61 638 600	82 673 300	1 776 200

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

08001

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 strategy for its field presence in order to ensure optimal programme delivery at regional and national levels as well as alignment with the changing demands of the United Nations reform at the 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 Executive Board at its 185th session on the reform of the field network (185 EX/Decision 29).

08002

BFC is particularly responsible for the phased implementation of the new Field Presence Structure as decided by the General Conference at its 36th session. This structure is based upon a two-tier model with a limited number of regional multi-sectorial offices and offices at the national level, including project offices and desks. The implementation process will be based on concrete experience with the new structure, programmatic, financial and logistical efficacy and efficiency as well as alignment

with the overall United Nations system. During the implementation process there will be continued consultations with Member States and Regional Groups.

08003 BFC designs the new profiles for Directors and Heads of field offices according to the new field presence structure and provides the Director General with advice on the concrete appointments. It furthermore 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 be in charge of the performance assessment of Directors and Heads of field offices, through Performance Agreements based upon biennial key expected results comprising all aspects of their functions (programme management, mobilization of partnerships and resources, budget and finance, people management, providing visibility, security, etc.) with corresponding performance indicators.

08004 BFC is, in close coordination with BFM, 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 programme and support staff. BFC will also provide backstopping and assistance to field offices in the implementation of all audit recommendations and for strengthening administrative and managerial capacities, including through institutional training, mentoring and tutoring schemes.

08005 BFC will provide targeted and timely reinforcement to enhance the management, partnering, and logistical capacity of field offices involved in joint UNCT programming, also in countries where the Organization has non-resident status and when alternative arrangements are required. BFC will also ensure coordination of such joint programming exercises with BSP and Programme Sectors.

08006 BFC will cooperate with the relevant central services in: (i) further strengthening electronic networking facilities in field offices; (ii) assisting field offices to update and further develop their website; (iii) the continued roll-out of corporate online training programmes to provide all field staff with a common vision and understanding of UNESCO, and to improve capacities of management and administrative staff.

08007 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 the overall compliance with established security policies and strategies. This function consists of, *inter alia*, ensuring field offices' implementation of instructions and guidelines according to 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 all 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.

08008 Finally, BFC coordinates UNESCO's response to post-conflict and post-disaster situations through its functioning as the secretariat for the Intersectoral Platform on Post-Conflict and Post-Disaster Situations (PCPD) and for other relevant joint working groups and task forces set up by the Director-General in this regard. It provides strategic focus to UNESCO's participation in the United Nations' integrated assistance to early recovery and reconstruction, including through the Office for the Coordination

of Humanitarian Affairs (OCHA) Consolidated Appeals and Flash Appeals, United Nations/World Bank joint needs assessments, the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs (IASC/ECHA) 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 and coordinates 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 ensuring knowledge management and the sharing of good practices from UNESCO's post-conflict and post-disaster operations, through the creation and maintenance of internal and public information and training tools.

08009

Expected results at the end of the biennium:

The first phase of UNESCO's reform of its field presence network implemented

Performance assessment of all directors and heads of field offices completed

Operating budgets of field offices monitored and their management and administration improved

Capacity and skills of field staff improved

Acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments

Abilities of all UNESCO personnel enhanced and made sustainable regarding field security and safety matters

Integration into United Nations post-conflict and post-disaster responses ensured

Staff capacities for post-conflict and post-disaster situations reinforced, based on lessons learnt

Capacity for fund-raising for post-conflict and post-disaster interventions enhanced

II.B – Programme-Related Services

Part II.B – 1

Programme-Related Services	Regular Budget					Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
Chapter 1 Coordination and monitoring of action to benefit Africa							
Activities	1 044 400	–	1 044 400	32 600	360 100	1 437 100	–
Staff	3 631 900	–	3 631 900	166 700	36 800	3 835 400	–
Total, Chapter 1	4 676 300	–	4 676 300	199 300	396 900	5 272 500	–
Chapter 2 Coordination and monitoring of action to benefit Gender Equality⁽²⁾							
Activities	–	166 000	166 000	5 200	492 800	664 000	–
Staff	–	1 306 500	1 306 500	67 000	360 900	1 734 400	–
Total, Chapter 2	–	1 472 500	1 472 500	72 200	853 700	2 398 400	–
Chapter 3 Strategic planning, programme monitoring and budget preparation ⁽²⁾⁽³⁾⁽⁵⁾							
Activities	1 435 000	323 400	1 758 400	54 800	(86 600)	1 726 600	505 000
Staff	6 345 000	1 517 400	7 862 400	390 000	(538 900)	7 713 500	5 730 700
Total, Chapter 3	7 780 000	1 840 800	9 620 800	444 800	(625 500)	9 440 100	6 235 700
Chapter 4 Organization-wide knowledge management							
Activities	–	2 184 000	2 184 000	68 100	(499 800)	1 752 300	–
Staff	–	2 604 300	2 604 300	124 300	617 000	3 345 600	2 040 800
Total, Chapter 4	–	4 788 300	4 788 300	192 400	117 200	5 097 900	2 040 800
Chapter 5 External relations and public information ⁽⁴⁾							
Activities	–	4 721 000	4 721 000	147 200	(374 900)	4 493 300	–
Staff	–	24 996 800	24 996 800	1 186 700	(205 900)	25 977 600	1 483 900
Total, Chapter 5	–	29 717 800	29 717 800	1 333 900	(580 800)	30 470 900	1 483 900
Public Information⁽⁴⁾							
Activities	2 083 700	(2 083 700)	–	–	–	–	–
Staff	11 588 100	(11 588 100)	–	–	–	–	–
Total, Public Information	13 671 800	(13 671 800)	–	–	–	–	–
Budget planning and management⁽⁵⁾							
Activities	507 700	(507 700)	–	–	–	–	–
Staff	4 332 200	(4 332 200)	–	–	–	–	–
Total, Budget planning and management	4 839 900	(4 839 900)	–	–	–	–	–
Total, Activities	5 070 800	4 803 000	9 873 800	307 900	(108 400)	10 073 300	505 000
Total, Staff	25 897 200	14 504 700	40 401 900	1 934 700	269 900	42 606 500	9 255 400
Total, Part II.B	30 968 000	19 307 700	50 275 700	2 242 600	161 500	52 679 800	9 760 400

For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

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

⁽²⁾ As per DG Ivory Note DG/NOTE/10/17 and subsequent decisions of the Director-General, the Division for Gender Equality has been transferred from the Bureau of Strategic Planning (BSP: Part II.B) to a separate Division for Gender Equality (Part II.B) which reports directly to the Executive Office of the Director-General.

⁽³⁾ As per DG Ivory Notes DG/NOTE/10/23 and DG/NOTE/10/31 the Division of Cooperation with Extrabudgetary Funding Sources and the Section for Central Analysis & Planning have been integrated into the Bureau of Strategic Planning.

⁽⁴⁾ As per DG Ivory Note DG/NOTE/10/34, the Bureau of Public Information (BPI) has been merged with the Sector for External Relations and Cooperation (ERC: Part III) to form a new Sector for External Relations and Public Information (ERI).

⁽⁵⁾ As per DG Ivory Notes DG/NOTE/10/31 and DG/NOTE/10/32, units of the Bureau of the Budget (BB) have been transferred either to the Bureau of Strategic Planning (BSP: Part II.B) or the newly formed Bureau of Financial Management (BFM: Part III.B).

Part II.B – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Programme-Related Services	35 C/5 Approved as adjusted			36 C/5 Proposed		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Coordination and monitoring of action to benefit Africa						
Regular budget Headquarters	8	6	14	8	6	14
Regular budget Field	2	–	2	2	–	2
Other funding sources	1	–	1	–	–	–
Coordination and monitoring of action to benefit Gender Equality						
Regular budget Headquarters	4	1	5	5	1	6
Other funding sources	–	–	–	–	–	–
Strategic planning, programme monitoring and budget preparation						
Regular budget Headquarters	22	11	33	20	9	29
Other funding sources	17	9	26	16	5	21
Organization-wide knowledge management						
Regular Budget Headquarters	11	1	12	12	2	14
Other funding sources	7	–	7	7	–	7
External relations and public information						
Regular budget Headquarters	55	61	116	57	57	114
Regular budget Field	4	–	4	4	–	4
Other funding sources	2	3	5	4	2	6
TOTAL, Part II.B						
Total, Regular budget Headquarters	100	80	180	102	75	177
Total, Regular budget Field	6	–	6	6	–	6
Total, Regular budget	106	80	186	108	75	183
Total, Other funding sources	27	12	39	27	7	34
GRAND TOTAL	133	92	225	135	82	217

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

Items of Expenditure	Regular budget		Total 35 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
Chapter 1	Coordination and monitoring of action to benefit Africa			
I. Staff (established posts)		3 835 400	3 835 400	–
II. Other costs:				
Temporary assistance	170 000		170 000	–
Overtime	30 000		30 000	–
Participants (delegates) travel	250 000		250 000	–
Staff travel on official business	380 000		380 000	–
Contractual services	135 000		135 000	–
General operating expenses	258 500		258 500	–
Supplies and materials	45 000		45 000	–
Furniture and equipment	45 000		45 000	–
Other expenditure	123 600		123 600	–
Total, Chapter 1	1 437 100	3 835 400	5 272 500	–
Chapter 2	Coordination and monitoring of action to benefit Gender Equality			
I. Staff (established posts)		1 734 400	1 734 400	–
II. Other costs:				
Temporary assistance	150 000		150 000	–
Participants (delegates) travel	45 000		45 000	–
Staff travel on official business	220 000		220 000	–
Contractual services	130 000		130 000	–
General operating expenses	60 000		60 000	–
Supplies and materials	25 000		25 000	–
Furniture and equipment	15 000		15 000	–
Other expenditure	19 000		19 000	–
Total, Chapter 2	664 000	1 734 400	2 398 400	–

⁽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 35 C/5 Proposed	
		\$	\$	\$	\$
Chapter 3	Strategic planning, programme monitoring and budget preparation				
	I. Staff (established posts)		7 713 500	7 713 500	5 730 700
	II. Other costs:				505 000
	Temporary assistance	241 300		241 300	–
	Participants (delegates) travel	49 900		49 900	–
	Staff travel on official business	464 000		464 000	–
	Contractual services	559 400		559 400	–
	General operating expenses	180 000		180 000	–
	Supplies and materials	91 300		91 300	–
	Furniture and equipment	63 000		63 000	–
	Other expenditure	77 700		77 700	–
	Total, Chapter 3	1 726 600	7 713 500	9 440 100	6 235 700
Chapter 4	Organization-wide knowledge management				
	I. Staff (established posts)		3 345 600	3 345 600	2 040 800
	II. Sums administered on behalf of the Organization as a whole	1 752 300		1 752 300	–
	Total, Chapter 4	1 752 300	3 345 600	5 097 900	2 040 800
Chapter 5	External relations and public information				
	I. Staff (established posts)		25 977 600	25 977 600	1 483 900
	II. Other costs:				
	Temporary assistance	727 700		727 700	–
	Overtime	8 000		8 000	–
	Participants (delegates) travel	622 000		622 000	–
	Staff travel on official business	562 900		562 900	–
	Contractual services	1 793 600		1 793 600	–
	General operating expenses	415 400		415 400	–
	Supplies and materials	67 000		67 000	–
	Furniture and equipment	242 700		242 700	–
	Other expenditure	54 000		54 000	–
	Total, Chapter 5	4 493 300	25 977 600	30 470 900	1 483 900
	Total, Part II.B	10 073 300	42 606 500	52 679 800	9 760 400

⁽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

- 09101** The period covered by the 36th programme and budget corresponds to the last phase of implementation of the Medium-Term Strategy (2008-2013), during which Africa is ranked as a “global priority” of the Organization. As the last phase begins, it has been ascertained that the continent has recorded undeniable progress, including in UNESCO’s fields of competence, particularly in regard to access to quality education. In the region, there are still, however, situations of stagnation and even regression that give cause for concern.
- 09102** Under document 36 C/5, the Africa Department, in its “Global Priority Africa” watch function, will set the goal of mobilizing the Organization and development partners in order to build on accomplishments, on the one hand, and to offset shortcomings, on the other. The mid-term evaluation conducted of “Priority Africa” and of the Department in 2011, the Department’s new structure and the current plan of action contribute to that goal.
- 09103** For that purpose, it will act on two pivotal points: (i) strengthening of intersectoral action in order to render UNESCO’s programmes/activities more consistent with Africa’s priority needs in terms of identification, content, means, implementation and impacts; and (ii) promotion of substantive partnership/cooperation in furtherance of the development of Africa, while consolidating relations with Member States.
- 09104** As the body “guaranteeing” the coherent, holistic and effective implementation of “Priority Africa”, the Department will strive to involve all sectors, the central services concerned, field offices, institutes, centres and UNESCO chairs in an enhanced continuous process of designing, implementing and monitoring “Global Priority Africa”.
- 09105** This process will be forged and, as a priority, applied through existing mechanisms, but their intersectoral dynamics will be systematized more effectively while other innovative mechanisms are being put in place.
- 09106** This will be the case, in particular for “Priority Africa” intersectoral platform, as its format, operational mode and content will be reviewed and updated and its resources strengthened in order to provide all of the Secretariat’s operational units with a unified and harmonized instrument for implementing their Africa-specific activities and a tool for measuring and evaluating their activities designed for the continent.
- 09107** In regard to intersectorality, the Department will participate in the activities of each of the other five intersectoral platforms and will ensure that they, too, take “Global Priority Africa” into account.
- 09108** Also in regard to innovations in its intersectoral coordination, the Department will encourage the introduction of a portfolio of promising special programmes/projects consistent with new concerns and issues such as the effects of the economic and financial crisis, climate change and the rise of the BRIC and emerging countries.
- 09109** In this framework and under the “Priority Africa” intersectoral platform, “Priority Africa” focal points in programme sectors and institutes will be reactivated and their role enhanced.

- 09110** In previous biennia, the partnership dynamics triggered by UNESCO, in particular through the Africa Department, with the African Union have led to the establishment of a number of substantive benchmarks in the Organization's fields of competence.
- 09111** In the current biennium, the Department will continue to mobilize the Organization and its partners to put those benchmarks into practice. Accordingly, in the field of education, UNESCO's assistance for the second Decade for African Education will be continued and strengthened in order to promote universal access, fairness and quality at all levels of education.
- 09112** In that regard, emphasis will be placed on mobilization for girls' education in order to contribute more actively to the achievement of the overarching objective of "Attaining quality education for all and lifelong learning" set in document 34 C/4.
- 09113** Particular attention will be paid to technical and vocational education and training, having regard to the inherent dynamics of this educational field in terms of social integration, job creation, creativity and innovation, especially among young people and women.
- 09114** In regard to "Africa's Science and Technology Consolidated Plan of Action", the Department will concentrate an essential part of its action on the establishment, revision and implementation of science policies. Within that framework, it will promote ownership and implementation by African governments, regional and subregional bodies, specialized centres and institutions and the entire African scientific community, of the conclusions and recommendations of the conference held by UNESCO and the African Union in 2011 on the Development of Science, Technologies and Innovation in Africa. In follow-up to that conference, it will contribute, in conjunction with the ED, SC, SHS and CI sectors, under partnerships established in particular with the African Development Bank, the Islamic Development Bank and other partners, to the establishment of intersectoral projects relating to: (i) science education in the Pan-African University's five campuses, the strengthening of the virtual African campus and the Science in Africa Observatory; and (ii) the preservation and management of water and natural resources.
- 09115** In regard to the particular situation of the African continent in the context of climate change as a result of multiform pressure on its ecosystems, the vulnerability of its forms of socio-economic organization and production and the weakness of its reaction and response capabilities, the Department will contribute to action to ensure strong implementation of: (i) NEPAD's "Action Plan for the Environment Initiative"; (ii) the AU's decision on the "African Common Position on Climate Change"; and (iii) the recommendations adopted at the Copenhagen, Cancun and Durban summits on climate change.
- 09116** With reference to culture as a factor of development (MDGs) and to the dynamics strongly inherent in the African cultural heritage and its forms of expression in terms of economic development, democratization of access to cultural goods and services, and regional integration, the Department will endeavour to promote the "culture for development" concept and the related agenda in Africa. Accordingly, and in conjunction with the Culture Sector, offices in Africa, cultural affairs ministries, other ministries concerned, the National Commissions, the African Union, groups of artists and creators, cultural entrepreneurs and educational and research institutions, it will encourage discussions, research and publications on the interaction between culture and development, on statistical modelling and on the design of cultural development indicators. In that connection, it will support the recommendations made by the third World Festival of Black Arts and Culture and by the Dakar Conference on cultural industries in Africa and will continue to support major cultural meetings held regionally. In regard to the enhancement of linkages between culture and education, it will continue to do its utmost to

promote intersectoral projects such as the “Slave Route Project”, the General History of Africa, cross-border languages and the “African liberation heritage”.

09117 In accordance with the relevant United Nations resolutions, in particular resolution 64/80 adopted on 7 December 2009, and in view of its cross-cutting character, its importance as the condition and ultimate goal of all development and, lastly, the conflict situation in Africa, the Department will act to secure strong mobilization around the “culture of peace” concept.

09118 The Programme of Education for Emergencies and Reconstruction (PEER) will be reviewed in that connection in order to provide, in accordance with the Constitution of UNESCO, for the structural prevention of conflicts and the redefinition of its regional scope. In conjunction with the sectors concerned, the offices in Africa, the National Commissions, the United Nations Country Team and other partners, it will see to the introduction of early warning conflict and disaster prevention mechanisms in Africa and will take into account guidelines issued by the African Union’s Peace and Security Council (PSC) and its framework of action for “post-conflict reconstruction and development”.

09119 In accordance with the relevant decisions of the Executive Board, the Africa Department will foster: (i) Africa’s participation in the “building of inclusive knowledge societies through information and communication” by broadening access to NICTs in order to share knowledge and formulate universal content; and (ii) institutional and media capacity-building.

09120 In its activities designed to monitor, coordinate and boost “Global Priority Africa”, the Department will ensure that emphasis is placed, as a priority, on young people and women as numerically predominant categories in Africa, on account of their role in the sociological fabric and in the economic and sociocultural dynamics at work on the continent. “UNESCO Strategy on African Youth” and “Global Priority Gender Equality” will, in that regard, be the benchmarks for its activities.

09121 With a view to supporting all of these programmes, the Department will continue to strengthen the new “partnerships for development” policy introduced in 2011. This policy will continue to strengthen bilateral relations with each Member State and will target as a priority the mobilization of all of the prime movers of intra-African partnership at its subregional and regional levels, as well as those of civil society and the private sector.

09122 In that regard, the reformatted subregional and regional cooperation framework, which now brings together the subregional economic communities as building blocks in the regional integration process around the African Union, with NEPAD as an integrated programme, will continue to be energized through the joint, or associated, implementation of new agreements and application protocols.

09123 In the context of the new field network, emphasis will be placed, firstly, on improving consistency between the jurisdictional areas and the fields of action covered by UNESCO’s projects, antennas, national and subregional offices respectively, and, secondly, on subregional integration bodies (RECs and IGOs). Activities to be initiated in these concentric circles of cooperation will be extended and rolled out to communities through intermediaries to be activated through civil society organizations and UNESCO institutes, centres, clubs, chairs and associated schools. The network itself will be complemented and supported by a substantive and/or financial partnership with the private sector in Africa.

09124 In the United Nations system, particular attention will be paid to the Department’s participation (i) in regional coordination mechanisms (RCM) operated by United Nations system agencies in Africa, and

(ii) common country programming exercises in the field, as part of the “Delivering as One” process. Relations with international, multilateral and bilateral development partners will be strengthened.

09125 Particular stress will be laid in that regard and in conjunction with the programme sectors on the promotion of South-South cooperation, notably with emerging countries.

09126 It will also call upon the intellectual, scientific, cultural and financial contribution of the African diaspora, as the African Union’s “sixth region”.

09127 A portfolio of projects adapted to the various levels/types of partnership will be developed.

09128 Furthermore, coordination with the liaison offices in Addis Ababa, Brussels, Geneva and New York will be heightened.

09129 A communication plan to strengthen, broaden and mobilize these partnerships, and to contribute to the visibility of UNESCO’s work in Africa will be designed and implemented in conjunction with the Sector for External Relations and Public Information (ERI) and other relevant sectors and services.

09130 Finally, with a view to enabling the Organization to adapt and harness its programmes to the achievement of the MDGs by Africa, the Department, in conjunction with the Bureau of Strategic Planning (BSP) in particular, will conduct future-oriented reflection studies and analyses on the main challenges and issues inherent in or arising from development processes in Africa.

09131 **Expected results at the end of the biennium:**

Expected result 1: Impact of UNESCO’s programmes in Africa increased and strengthened through improved identification of Africa’s priority development needs and joint/shared implementation, in particular with the AU and agencies of the United Nations system and/or regional, subregional, national and local intermediaries/partners

Performance indicators

- Unified coordination and cooperation mechanism comprising UNESCO, AU/NEPAD, RECs and IGOs and enabling (i) harmonized identification of development needs and objectives, (ii) pooling of partnership networks and means of action and, (iii) joint or associated implementation of activities in place and operational.
- Integrated cooperation and regional integration mechanisms established and operating around each subregional office in Africa, in particular through PEER and the RECs, IGOs, institutes, centres, chairs and National Commissions in their area.
- Active substantive and technical participation and leadership in joint programmes, and regional co-ordination mechanisms of the United Nations system in Africa, in particular regard to the coordination of thematic groups and subgroups for which UNESCO is responsible.

Expected result 2: Intersectoral coordination, crucial to collective ownership in terms of the design, implementation and evaluation of programmes for Africa as a “global priority”, (i) boosted through the restructuring, reactivation and enhancement of existing coordination mechanisms, and (ii) strengthened by the introduction of innovative mechanisms, in particular promising special projects and programmes

Performance indicators

- Priority programmes, decisions of UNESCO’s governing bodies concerning Africa, and those of joint UNESCO-African Union commissions taken duly into account in work plans and reported on regularly to Member States.
- Activities of the intersectoral platform on Africa as a framework for “Priority Africa” implementation and evaluation energized and allocated greater resources.
- A portfolio of promising, special intersectoral projects in science, technology and innovation, science education, culture for development and culture of peace developed and promoted among partners.

Expected result 3: Relations with Member States in Africa consolidated and networks of bilateral, multilateral and civil society and private sector partnerships to support Global Priority Africa established and mobilized at the intra-African and international levels

Performance indicators

- Interest, support, ownership and participation in and for UNESCO’s initiatives and programmes for Africa by Member States, the Africa group and civil society increased.
- An action plan/strategy to mobilize substantive, technical and financial intra-African and international partnerships developed and implemented.
- One training workshop per subregion on regional integration organized and projects set up by African National Commissions in the framework of North-South-South cooperation.

Expected result 4: Visibility of UNESCO’s action in Africa strengthened

Performance indicators

- A number of studies on specific problems of concern/interest to Africa produced and distributed.
- A number of publications on UNESCO’s relations/cooperation with Africa produced and distributed.
- Viewing of the AFR website increased.

Chapter 2 – Coordination and monitoring of action to benefit gender equality

Unit responsible: Division for Gender Equality,
Executive Office of the Director-General (ODG/GE)

09201

The Division for Gender Equality is the focal point for all programmatic and strategic issues pertaining to gender equality and the empowerment of women and provides advice to the Director-General thereon. It has responsibilities both as a corporate service and with regard to the programme. The

Division was transferred from the Bureau of Strategic Planning to the Office of the Director-General on 28 April 2010, demonstrating the fact that gender equality is one of the key pillars of the Director-General's mandate.

09202

Gender equality as a human right and a development goal is enshrined in the 1948 Universal Declaration on Human Rights and in the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). At the 1995 Beijing Fourth World Conference on Women, the world's governments agreed to use gender mainstreaming as a strategy to achieve gender equality. At the 2000 UN Millennium Summit, 147 heads of government committed to "promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable". This commitment was further reiterated in 2005.

09203

In keeping with developments at the global level, UNESCO designated gender equality as one of its two global priorities in its Medium-Term Strategy for 2008-2013 and developed a Priority Gender Equality Action Plan (GEAP) for the same period. The key features of the Action Plan are: gender mainstreaming in the work of UNESCO; gender mainstreaming in the structure of UNESCO; capacity building for staff and constituents; and gender responsive human resources and staff policy. The Priority Gender Equality Action Plan, approved by the Executive Board at its 182nd session has the following key objectives:

- To reaffirm UNESCO's dual approach to gender equality that consists of both mainstreaming gender considerations at all stages of programming and at all programme levels and supporting gender-specific actions/initiatives to address systemic and critical gender inequalities;
- To identify strategic actions with corresponding expected outcomes and expected results, performance indicators and resource allocations by Programme Sectors for the duration of three biennia;
- To lay out principal elements of implementation, monitoring and reporting for evidence- and results-based programming in support of gender equality and the empowerment of women;
- To describe enabling institutional mechanisms for gender equality in the Organization with focus on capacity development, accountability and representation of women and men in decision-making levels in the Secretariat.

09204

Principal responsibilities of the Division include:

- As the central coordinating and monitoring Secretariat unit for gender equality and the empowerment of women, promote, facilitate and monitor the implementation of Priority Gender Equality, 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. Monitoring is also carried out against the results-based "Priority Gender Equality Action Plan" developed in close consultation with all programme sectors, field offices, institutes and other partners;
- Provide strategic and technical guidance for gender mainstreaming and its main six elements: accountability; results-based mainstreaming for gender equality; monitoring and reporting; gender budgeting; capacity development; and coherence, coordination and knowledge and information management;
- Support the senior management of the Secretariat and the governing bodies in an effort to strengthen UNESCO's normative and policy frameworks and strategic documents on gender equality and the empowerment of women;

- Provide issue and demand-driven support to programme sectors, field offices, institutes and member states to enhance the implementation of priority gender equality;
- Advocate for and engage in policy dialogue for gender equality and the empowerment of women both within the Secretariat and with other stakeholders, and champion the rights of women and girls;
- Lead, coordinate and support the development and implementation of special programmes/initiatives to promote gender equality and the empowerment of women;
- Promote an intersectoral and interdisciplinary approach, including working with intersectoral platforms, in order to promote a holistic approach for the promotion of gender equality and the empowerment of women;
- Build institutional and staff capacities to effectively mainstream gender equality into operations and programmes; capacity development and training in gender mainstreaming has been made mandatory for all staff by the Director-General;
- Support UNESCO's efforts in achieving internationally agreed development goals pertaining to gender equality, including relevant EFA goals and MDGs;
- Provide strategic leadership and backstopping concerning UNESCO's participation in the United Nations work and reform processes pertaining to gender equality and the empowerment of women at global, regional and country levels;
- Consult and collaborate with relevant United Nations agencies, other multilateral and bilateral organizations, civil society groups and the private sector to forge partnerships and engage in actions to promote gender equality and the empowerment of women;
- Represent UNESCO in meetings, conferences organized by the UN agencies, multilateral and bilateral organizations, civil society organizations on issues pertaining to gender equality and the empowerment of women;
- Represent UNESCO in the CEDAW Committee and the Commission on the Status of Women (CSW) sessions;
- Report on and include gender equality results in all existing reporting processes with a view to making UNESCO's actions in this area more visible;
- On behalf of UNESCO, prepare and submit UNESCO's contributions to relevant reports of the UN system and the UN Secretary-General, which are then submitted to the General Assembly and the Security Council.
- Provide technical advice for gender responsive human resources and staff policy and monitor gender balance within the Secretariat.
- Provide analytical assessments of the progress achieved, challenges encountered and lessons learned in promoting gender equality and the empowerment of women.

09205

ODG/GE will fulfill its responsibilities and tasks in close collaboration with the following partners:

- Internal: Gender Focal Point networks (HQ and FOs); HRM, BSP (including BSP/CFS); IOS, BFC, ERI, ADM, and the Africa Department;
- External: The UN system at large, UN Women in particular; OECD-GENDERNET and OECD Development Centre; other multilateral and bilateral agencies, and civil society organizations, including women's groups; and the private sector.

09206

The promotion of gender equality and the empowerment of women by UNESCO and by the Division for Gender Equality will benefit from continued strong support from the senior management and Member States.

09207

Expected results at the end of the biennium:

Gender equality and women's empowerment promoted in all UNESCO programmes at all stages of the programme design, implementation, monitoring and evaluation through gender mainstreaming and gender specific programming ensuring compliance with the strategic orientations and the programming frameworks and priorities set by the governing bodies, actions/ results identified in GEAP as well as with the Director-General's directives

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number and quality of gender responsive and gender-transformative programmes and initiatives in all Sectors, Field Offices and Institutes. 	<ul style="list-style-type: none"> – 20 per cent increase. Quality criteria: existence of gender analysis, gender-specific results and specific budget allocation for GE

Requisite staff and institutional capacities built for gender mainstreamed and gender-specific programming, advocacy and policy advice

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of work plans, UNESCO strategic and policy documents mainstreaming gender. 	<ul style="list-style-type: none"> – increase in the number and quality of gender mainstreamed work plans, references made to gender equality in strategic and policy documents

UNESCO's strategic contribution to the UN inter-agency cooperation in the area of gender equality and the empowerment of women articulated and integrated at the global, regional and country levels

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of UN information material and tools where UNESCO's contribution has been reflected/integrated, especially in gender equality in education and culture. 	<ul style="list-style-type: none"> – increase in the references made to Gender equality in education and culture documents

Member States support and undertake initiatives in favor of gender equality and the empowerment of women

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Number of Member States involved in new UNESCO-led GE initiatives. 	<ul style="list-style-type: none"> – 10-15 Member States, particularly in sub-Saharan Africa

New partnerships with various stakeholders, including the private sector, to promote gender equality and the empowerment of women established and implemented

Indicators	Benchmarks
<ul style="list-style-type: none"> ■ Visibility of UNESCO actions promoting gender equality and the empowerment of women, especially at the country level, increased. 	<p>– one additional GE specific partnership</p>

Chapter 3 – Strategic planning, programme monitoring and budget preparation

Unit responsible: Bureau of Strategic Planning (BSP)

09301 The Bureau of Strategic Planning (BSP) is the Secretariat’s central focal point for all strategic, programmatic and budgeting issues, as well as for cooperation with extrabudgetary funding sources and public-private sector partnerships, and it 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 Programme and Budget (BSP/PB), the Division of Cooperation with Extrabudgetary Funding Sources (BSP/CFS), the Section for Foresight (BSP/FOR) and two teams dealing with UN reform and strategic programme issues, and with programme management support. So as to strengthen the link between strategic programme planning and resource allocation and to prepare the C/5 document in its entirety, BSP has been reinforced with staff from the Central Analysis and Planning Section of the previous Bureau of the Budget. The integration of BSP/CFS has further enhanced the coherence of the overall programming and budgeting process and the alignment and synergies between regular and extrabudgetary programme resources, including through the preparation of the Organization’s Complementary Additional Programme (CAP).

09302 In the area of programming and monitoring, principal responsibilities of the Bureau include:

- the preparation, in close cooperation with all Secretariat units, of the next Medium-Term Strategy (37 C/4) and the biennial Programme and Budget of the Organization (37 C/5), ensuring compliance with 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 documents C/4 and 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 Medium-Term Strategy and the Draft Programme and Budget; providing advice; and assisting sectors/bureaux/offices in devising strategies and in articulating expected outcomes for the C/4 and expected results, performance indicators and associated targets/benchmarks for the C/5. These efforts must also take duly into account the results of evaluations and audit recommendations;
- the mobilisation of extrabudgetary resources from traditional and new donors, with emphasis on thematic programme support;
- the preparation of the Complementary Additional Programme of Extrabudgetary Resources, containing, *inter alia*, proposals for sectoral and intersectoral thematic programmes for funding by donors;

- the human rights- and RBM-based monitoring and assessment of the implementation of the approved programme and budget (36 C/5), as well as extrabudgetary activities, through regular reviews of results-based programme execution;
- the preparation of reports 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, the six-monthly EX/4 documents and related on-line documents, providing strategic assessments and results attainment reports;
- the management of UNESCO's central programme management system (SISTER) and providing staff and Member States capacity training programmes in collaboration with the Sector for Administration (ADM) and for making recommendations for changes to and the development of this tool to reinforce RBM practices. BSP further develops and conducts staff and Member States training programmes in results-based programming, management, monitoring and reporting;
- measures to strengthen the above functions, and thus programme delivery, include improving the methodology and instruments, and providing the necessary training and capacity-building support to programme managers at Headquarters and in field offices in the area of programming (SISTER) and RBM, mobilisation and management of extrabudgetary funds, and UN reform and UNDAF preparation.

09303

BSP is also tasked to provide overall coordination for the intersectoral platforms, to lead the intersectoral and interdisciplinary programme of action for a culture of peace and non-violence, and to oversee the implementation of the integrated comprehensive strategy for category 2 institutes and centres. BSP, together with the Sector of Natural Sciences, has also been entrusted with the overall coordination of UNESCO's contribution to Rio+20. It also develops approaches for other policy and strategic issues, including the follow-up to the Independent External Evaluation, addressed by the Senior Management Committees, in particular as Secretariat of the Programme Management Committee and through the ADG's membership in the Executive Management Group.

09304

BSP further serves as the Organization's focal point for promoting and monitoring programme activities pertaining to least developed countries (LDCs), which will entail the follow up to the Fourth United Nations Conference on the Least Developed Countries (Istanbul, 9-13 May 2011) and to High Panels established by the Director-General.

09305

The Section of Foresight is responsible for designing and integrating foresight and anticipation approaches pertaining to UNESCO's fields of competence into strategic planning and to promote an intersectoral approach in that regard. BSP will serve as lead in mainstreaming the future-oriented dimension in each of UNESCO's fields of competence and will implement a number of initiatives to this end, including editions of the UNESCO Future Forum, UNESCO Future Seminars and UNESCO Future Lectures as well as the preparation and dissemination of publications and on-line material.

09306

In the area of extrabudgetary resource mobilisation, cooperation with bilateral government donors will continue to make up the bulk of UNESCO's extrabudgetary support for programmatic activities in all regions of the world, particularly in Africa. More attention will be given to the specific interests of emerging donors and partners. The potential of the self-benefiting modality for addressing development challenges within Middle Income Countries will also be further developed. Specifically, BSP will:

- enhance programming through the CAP in particular by strengthening programmatic concentration and focus around high visibility priority programmes, aiming at the mobilisation of a higher ratio of un-earmarked and lightly earmarked resources and the development of fully fledged thematic

extrabudgetary programmes. In this context the CAP will also serve as a vehicle for communicating UNESCO's requirements for in-kind contributions;

- continue its partnerships with the European Union and the Multilateral Development Banks through annual coordination meetings, upstream policy exchanges, joint advocacy and capacity-building, as well as the co-financing of projects, in particular at the country level;
- implement and refine the house-wide resource mobilisation strategy with its dual focus on enhancing and diversifying traditional donor channels and on developing a new approach to partnerships with the private sector;
- train staff to ensure the coherence of extrabudgetary activities with regular programme activities, to improve house-wide capacity for resource mobilization and management and to increase compliance with procedures relating to all aspects of the management of extrabudgetary programmes and projects;
- pursue efforts to strengthen corporate procedures and systems for monitoring extrabudgetary projects, including through the Sector Alert System and by optimising the opportunities offered by SISTER to improve the qualitative monitoring of extrabudgetary programmes and projects;
- improve internal communication within UNESCO and external communication with UNESCO's partners in support of all the above efforts.

09307

BSP further leads and coordinates UNESCO's participation in and contribution to United Nations system inter-agency activities, in particular concerning global programme issues, and those aiming to enhance system-wide coherence, globally, regionally and at the country levels. BSP provides guidance, training and backstopping to all Secretariat units on common country programming exercises and other UN reform issues and will undertake related capacity training for the staff. BSP also provides support to field offices in the preparation of UNESCO Country Programming Documents (UCPDs). To this end, BSP also 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. 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. BSP is further entrusted with the task of ensuring the full reflection 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 and 2010 World Summit Outcome documents into UNESCO's programme activities. It is also responsible for the Organization's response to the United Nations General Assembly resolution 62/208 on the 2007 Triennial comprehensive policy review (TCPR) of operational activities for development, as well as to the quadrennial comprehensive policy review (QCPR) which is scheduled to commence in 2013. BSP is also charged with preparing strategic partnership agreements in the form of Memoranda of Understanding (MoUs) with United Nations system organizations.

09308

Expected results at the end of the biennium:

Draft Medium-Term Strategy for 2014-2019 (37 C/4) and the Draft Programme and Budget for 2014-2015 (37 C/5) prepared

Programming, monitoring and reporting functions carried out in line with UNESCO's results-based approach and in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and with the Director-General's directives

Volume of extrabudgetary resources stabilized, with a higher ratio of un-earmarked resources, through the enhancement and diversification of channels and methods for resource mobilisation, including public-private sector partnerships and innovative financing approaches

Overall coordination, guidance and backstopping provided to the intersectoral platforms, including the lead for the intersectoral and interdisciplinary programme of action for a culture of peace and non-violence, the integrated comprehensive strategy on the category 2 institutes and centres, as well as other themes and policy issues of a strategic nature

Foresight activities related to emerging trends and challenges at global and regional levels undertaken, integrated into programming of all Sectors and results widely disseminated

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 dedicated programme resources and staff capacity-building programmes

Staff capacities strengthened in RBM, SISTER, the mobilisation and management of extrabudgetary resources and UN reform/UNDAF approaches

Chapter 4 – Organization-wide knowledge management

Unit responsible: Office of the Chief Information Officer (ADM/CIO)

09401 This will involve developing a Knowledge and Information Management Systems (KIMS) strategy in order to support knowledge creation, capture, retention and sharing throughout a widely distributed Organization. The Office of the Chief Information Officer will harness ICT technology to support effective and efficient decision making at all levels of the Organization and enhance organizational learning.

09402 The Office serves as the principal advisory body to the Director-General and the Senior Management in the field of Knowledge and Information management, Information and Communication Technology and systems integration to lead innovation, increase business impact and optimize UNESCO's investment in ICT and enhance coherence within the UN system.

09403 **Expected results at the end of the biennium:**

Strategic vision for knowledge and information management elaborated including requirements for knowledge dissemination

Governance and decision-making process for investments in knowledge and information management defined and implemented across the Organization

Chapter 5 – External relations and public information

Unit responsible: Sector for External Relations and Public Information (ERI)

09501 In line with the Organization's objective to restore visibility to UNESCO, the Sector has been reorganized to create a new culture of communication, while continuing to develop and consolidate relations with the traditional networks and constituencies, which remain the Sector's central role. The new structure will enable the Sector to enhance the Organization's cooperation with its main key stakeholder groups (governmental and intergovernmental, national commissions and affiliated partners, civil society, the media and the general public) through a coherent and concerted outreach strategy that will target also new partners.

09502 The Sector will, in cooperation with other entities of the UNESCO Secretariat, strategically identify its communication strengths, priorities and opportunities, create new mechanisms and processes to help promote them and follow-up with vigorous implementation. A Programme of Action will focus on the following main lines, which require a set of concrete activities to be developed:

- Taking a more strategic approach to communication
- Strengthening UNESCO's media impact through the development of a comprehensive and coherent set of communication materials
- Enhancing communication towards Member States
- Expanding UNESCO's outreach to communities and networks
- Federating the UNESCO Website around a unified project
- Reinvigorating special events and use of UNESCO Headquarters
- Streamlining the publication process

09503 Strategic choices will be made, focusing on a few priorities, which will yield clear results to project the Organization's vision and place its messages, in order to communicate more efficiently.

09504 Specific activities will therefore be developed to help achieve this goal. Examples of some of these are as follows:

- Organize communication priorities around a calendar of strategic moments in order to help plan high impact communication activities and events and improve synergies between ERI and other entities at Headquarters, Field Offices and Institutes;
- Create a coherent set of communication materials with a common look and feel that will reflect UNESCO as one Organization;
- Strengthen media partnerships through a strategic selection of types of media that will be involved in the Organization's communication activities;
- Establish a streamlined and more efficient UNESCO web structure through pulling together written and audiovisual content and improving the quality and timeliness of information posted in the different sections. This is key to enhancing the branding and credibility of the website as a trusted reference source;

- Use of social media as a means to enhance UNESCO's visibility by reaching out to a wider target audience, especially young people;
- Create a Publications Board that will rationalize UNESCO's current Publishing procedures and define a coherent strategy for broadening dissemination of UNESCO's publications in all six official languages;
- Enhance the coordination of the UNESCO Prizes to align it with its overall strategy. The Sector's attention will focus also on further improving the media coverage of several prizes which attract considerable public interest.

09505 A comprehensive monitoring mechanism of UNESCO's information products has been put into place and measured on a monthly basis from a quality and quantitative standpoint; namely the number of visitors to the website, the use of press in the media, the impact of the social media campaign, timely and relevant distribution of UNESCO's publications and more.

1. Strengthening relations with Member States and International Organizations

09506 UNESCO will seek to enhance its cooperation with Member States and Associate members, including their Permanent Delegations, as well as with International Organizations and the United Nations System. It will provide to Member States and their Permanent Delegates, and to intergovernmental partners, a full range of services aiming at facilitating their interaction with the Secretariat, 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.

1.1 Relations with Member States

09507 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. Orientation seminars will be proposed to new Permanent Delegates.

09508 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, and Permanent Delegations.

09509 In order to ensure that relevant, customized information is available to the Member States, a specific website will provide easy access to analyses, information and data on cooperation with each Member State, updated regularly, thereby providing rapid responses to information needs.

Expected results at the end of the biennium:

Increased cooperation with Member States, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO

Creation of a customized website for Member States with a rich online presentation of data about each Member State and its UNESCO interactions

Better strategic planning of the Director-General's official visits to Member States and Intergovernmental Organizations

Enhanced visibility of UNESCO activities through regular and sectoral thematic information meetings with Permanent Delegates and Observers

1.2 Relations with international organizations

09511

During the period under consideration, UNESCO will endeavour to support collective action to strengthen its role in the United Nations system and its cooperation with other specialized agencies in order to contribute to swifter progress towards the achievement of the United Nations Millennium Development Goals (MDGs) by 2015. The Organization will continue to strengthen its presence and its mission in the multilateral system and will strive to follow up the relevant decisions of the High-Level Plenary Meeting of the United Nations General Assembly (New York, September 2010) and that body's work, which is of relevance to UNESCO's action, throughout the year.

09512

The Organization will continue to participate actively in intergovernmental bodies and inter-agency mechanisms, including the United Nations General Assembly, the Economic and Social Council, the United Nations System Chief Executives Board for Coordination (CEB) and the United Nations Development Group (UNDG). It will strive to increase its impact in these bodies and mechanisms through high-level and assiduous participation in meetings, more effective in-house information-sharing and coordination and improved contributions to the documents and reports submitted to them so that the issues that it promotes will be better reflected. It will also defend its priorities during preparations for major international conferences such as the United Nations Conference on Sustainable Development (UNCSD or Rio+20).

09513

UNESCO will strengthen its cooperation with other intergovernmental organizations through policy dialogue resulting in new synergies and joint cooperation programmes that will help to enhance the impact and visibility of its action at the international and regional levels and in Member States. These partnerships will be consolidated by the drafting and/or updating of cooperation agreements that include the Organization's priorities. Lastly, regular contacts will be made with the representatives of intergovernmental groups formed at UNESCO.

09514

Expected results at the end of the biennium:

UNESCO's involvement in inter-agency mechanisms of the United Nations system increased and collaboration with other specialized agencies enhanced

Information and analyses of relevant issues of major interest to the United Nations system regularly disseminated within the Secretariat to enhance cooperation

Substantive input by UNESCO to United Nations documents and reports and to the major international meetings planned during this period coordinated

Cooperation with intergovernmental organizations, development of partnerships, preparation and implementation of joint projects and monitoring of cooperation agreements strengthened

2. Enhancing the cooperation with National Commissions and civil society

2.1 Strengthening the role and capacity of National Commissions and developing Partnerships with Related Networks

A. National Commissions

09515 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, in reaching out to civil society partners and in increasing the visibility of the Organization.

09516 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 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.

09517 A comprehensive evaluation has been made of the Secretariat's cooperation with this world-wide network in view of increasing the effectiveness and mutual benefits of this relationship. In order to implement its findings, assistance will be provided to National Commissions to build their capacities, strengthen their cooperation with UNESCO field network and United Nations country teams, engage them in advocacy and visibility of UNESCO, and enhance outreach to civil society partners. A new customized website available to both National Commissions the Member States will reinforce information provision.

(a) Conceptualization and implementation of programmes at regional and subregional levels

09518 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 Medium-Term Strategy for 2014-2019 (37 C/4) and the Draft Programme and Budget for 2014-2015 (37 C/5) as well as quadrennial conferences of National Commissions, statutory in character, will be organized concurrently in 2012. Emphasis will be placed on the special inputs that National Commissions and other stakeholders, including civil society representatives, can bring to the reflection on UNESCO's future strategy and actions, and to strengthening North-South-South cooperation and UNESCO's participation in UN common country programming.

(b) Capacity-building

09519 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 innovative training modalities will be developed to promote exchanges of experience and sharing of best 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. Networking and Partnerships among National Commissions will continue to be promoted with the extrabudgetary funding sources.

(c) Communication and visibility

09520 As an integral part of UNESCO's new communication and outreach strategy, advocacy for UNESCO's role and the visibility of UNESCO's action will be strengthened with National Commissions through the celebration of important events and international days and years, including the launching of UNESCO

world reports. The UNESCO Secretariat will work closely with National Commissions to provide them with necessary information and materials with a view to helping in this effort. Communication tools and services such as the website, the database, other electronic tools as well as publications for National Commissions will be continuously improved and updated.

B. Partnerships with Related Networks

09521 In order to contribute to its strategic programme objectives and to the Millennium Development Goals, UNESCO will continue to involve its partners' expertise fully in its action, to strengthen its partnership culture and, thus, to enhance its visibility.

(a) *Parliamentarians and parliamentary institutions*

09522 UNESCO will strive to extend its parliamentary network, to establish the world forum of parliamentarians for UNESCO and to strengthen its parliamentary fora for education in order to broaden the Organization's support base in its Member States. The Organization will also continue to cooperate with the Inter-Parliamentary Union (IPU) and regional and thematic parliamentary organizations.

(b) *Cities and local authorities*

09523 UNESCO will aim to strengthen its cooperation with **municipal and local authorities** and will collaborate with international and regional bodies representing cities and local governments such as "United Cities and Local Governments" (UCLG).

(c) *UNESCO Clubs Movement*

09524 UNESCO will build the operational capacities of **UNESCO Clubs, Centres and Associations**, and will support selected projects relating to its priorities.

09525 Cooperation between UNESCO Clubs and National Commissions will constitute an important aspect in the promotion of the UNESCO Clubs Movement. To that end, a plan of action for the development of the UNESCO Clubs Movement will be established and implemented in consultation with the National Commissions.

09526 **Expected results at the end of the biennium:**

Effective contribution of National Commissions and related networks to the preparation, implementation and evaluation of UNESCO's programmes secured

Cooperation between National Commissions and UNESCO field networks strengthened within the United Nations common country programming

Contribution of National Commissions to the mobilization of UNESCO partners and networks ensured

Partnerships with Parliamentarians, UNESCO Clubs movement, cities and local authorities strengthened

Contribution of National Commissions and related network to the visibility of UNESCO enhanced at the country level

Annual reporting by National Commissions on the impact of their activities, mobilisation of partners and/or funds, and programmatic contribution

2.2 Relations with non-governmental organizations (NGOs)

09527 UNESCO will continue to reinforce its cooperation with its non-governmental partners in order to develop and implement its programmes and to adapt it to the international context of globalization and decentralization. The establishment of a genuine culture of partnership in the various programmes and at all levels of the Organization will permit the most appropriate and useful forms of cooperation for the implementation and visibility of each major project.

09528 UNESCO will select new active, high-profile partners in order to capitalize on the increased participation of non-governmental actors in the Organization's fields of competence, particularly cities and local authorities. UNESCO will involve them regularly in fora of reflection and future-oriented studies. The Organization will strengthen links with its NGO partners at all stages of the programming and implementation cycle, particularly in developing countries, in order to make greater use of their human and technical resources. It will also strengthen its cooperation with the various networks of parliamentarians in its fields of competence.

09529 With a view to increasing opportunities for non-governmental partners to contribute to UNESCO's programmes and for direct dialogue with Member States, their participation in the work of the governing bodies, particularly that of the Executive Board's Committee on International Non-Governmental Organizations (NGOs), will be further strengthened. The statutory mechanisms for NGO cooperation and liaison with UNESCO will be reformed. The Organization will further endeavour to promote and bolster cooperation in the regions, in conjunction with the field units and National Commissions, through the appointment of focal points in cluster offices, the mapping of NGOs active in UNESCO's fields of competence at the national level and the holding of regional multi-partner thematic fora.

09530 Expected results at the end of the biennium:

Statutory framework for cooperation with NGOs and foundations improved and simplified

Participation of non-governmental partners in the work of the governing bodies strengthened

3. Public information

Unit responsible: Division of Public Information (DPI)

09531 Develop and deliver a new communication strategy, based on the fostering of a culture of communication across the Organization and supported by a comprehensive, concise and coherent set of multimedia communication materials. A more strategic approach to public events and communication opportunities will ensure these materials are fully used to present issues, programmes and organizational information especially to audiences that are not familiar with UNESCO.

09532 Expected results at the end of the biennium:

Comprehensive communication plan drawn up, implemented and evaluated, in accordance with programme priorities

(a) Media

09533 UNESCO will reinforce its collaboration with news and information media, especially via new technologies, by working proactively to provide an extensively increased range of well-adapted and targeted materials on the Organization's priorities and activities; by promoting media opportunities for

UNESCO's leaders and experts; by sensitizing journalists to the full range and complexity of the issues dealt with and actions undertaken by the Organization, in order to encourage regular and comprehensive media coverage. It will also closely monitor coverage of UNESCO in the world media and provide both qualitative and quantitative analysis of the way in which UNESCO is presented and perceived.

09534 **Expected results at the end of the biennium:**

Increased and more positive coverage of UNESCO's activities and priorities in leading national and international media outlets

Partnerships established with major news organisations

Better knowledge of UNESCO's image in the media

(b) Audiovisual

09535 In line with the communication priorities identified for the biennium, the audiovisual section will focus its resources on the collection and production of high quality timely and informative video materials and photographs for distribution to television and multimedia outlets around the world. These materials will also be used to enrich UNESCO's web portal, including the further development of an online bank of audiovisual materials.

09536 **Expected results at the end of the biennium:**

Increased use of UNESCO's audiovisual materials – including videos and photos by media networks, including television and other multimedia information sources

Increased presence of high quality videos and photos on the UNESCO web portal

Development of an online bank of multimedia materials

(c) Special events

09537 The contribution of the events Section to the visibility of the Organisation is highly complementary to the media mobilization and online media to reach the public, managing the global non-media communication efforts and tools UNESCO enjoys. The Special Event Section is piloting UNESCO corporate communication so as to improve the public understanding and knowledge about the Organization, building on its positive image, getting the public adhesion to its values and raising its priority programmes' notoriety. Public relations and events management will expand beyond cultural events and intensify its efforts for major corporate and thematic events to promote the visibility of the Organization on priority communication themes in collaboration with programme sectors and Permanent Delegations of Member States towards defined target audiences. Enhanced coordination of the UNESCO Prizes in order to align it with its overall strategy by emphasizing the important role prizes can play in strengthening the visibility, image and prestige of the Organization.

09538 **Expected results at the end of the biennium:**

Enhanced visibility of UNESCO internationally through extended partnerships with governments, the civil society, the private sector and the media

Improved recognition and understanding of UNESCO's priority activities and programmes through an enhanced cooperation with external partners

A more coherent strategy for governing UNESCO Prizes

(d) Publications, branding and merchandizing

09539 UNESCO will enhance the quality and relevance of publications in both traditional print media and online by reinforcing their focus on programme priorities and developing topical cross-cutting themes. The creation of a Publications Board in 2011, with strong representation of all Sectors, Institutes and Field Offices will contribute to enhanced quality and coherence. The introduction of a new pricing policy will allow expanded access to affordable publications in LDCs. A one-stop online delivery platform (E-Library) will be put in place to deliver both free and for sale publications, and environmentally sound printing, packaging and transport practices established. The UNESCO Courier will maintain its flagship role in conveying the message and the action of UNESCO, appearing quarterly in the six languages. The book shop and gift shop services will be improved to better respond to customers' interests. UNESCO's graphic identity and branding will ensure an effective visibility through partnerships and institutional networks.

09540 Expected results at the end of the biennium:

Publications programme enhanced and a coherent set of communication materials prepared and distributed

The UNESCO Courier published and disseminated

UNESCO's branding and merchandizing capacities improved

Better evaluation of the impact of UNESCO's name and logo

(e) Web corporate services

09541 Increase the role of the UNESCO website in gathering, organizing, and disseminating information including news, programmatic reports and official documents and publications. A modernized and integrated web presence with rich media links to videos, photos, and audio will unite previously disparate document repositories, photobanks, and video collections into a single user-friendly platform. Field office news and events will be integrated to give wider visibility to field actions. Information will be organized around thematic and priority areas, customised for important user groups such as Member States. New communication and distribution channels, from social media tools to e-readers will be increasingly utilized to bring UNESCO's vast knowledge and resources to all, especially younger audiences.

09542 Expected results at the end of the biennium:

New web content management platform deployed and the numerous unlinked current systems phased out

Increase in the number and global distribution of users of the Internet portal

Increase in online links (linkbacks, likes, friends, ...) back to UNESCO

Increase in the quantity and multilingualism of news, events, and press releases posted

II.C – Participation Programme and Fellowships

Part II.C – 1

Participation Programme and Fellowships	Regular Budget					Total 36 C/5	Extra- budgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Inflation (statutory increases)	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
Chapter 1 Participation Programme							
Activities	19 050 000	–	19 050 000	519 200	(446 100)	19 123 100	–
Staff	930 200	164 000	1 094 200	60 100	(18 400)	1 135 900	–
Total, Chapter 1	19 980 200	164 000	20 144 200	579 300	(464 500)	20 259 000	–
Chapter 2 Fellowships Programme							
Activities	1 165 500	–	1 165 500	36 300	(19 800)	1 182 000	869 700
Staff	695 500	–	695 500	35 900	(18 400)	713 000	696 800
Total, Chapter 2	1 861 000	–	1 861 000	72 200	(38 200)	1 895 000	1 566 500
Total, Activities	20 215 500	–	20 215 500	555 500	(465 900)	20 305 100	869 700
Total, Staff	1 625 700	164 000	1 789 700	96 000	(36 800)	1 848 900	696 800
Total, Part II.C	21 841 200	164 000	22 005 200	651 500	(502 700)	22 154 000	1 566 500

For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013” under Technical Note and Annexes.

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

Part II.C – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Participation Programme and Fellowships	35 C/5 Approved as adjusted			36 C/5 Proposed		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Participation Programme						
Regular budget Headquarters	2	4	6	2	4	6
Fellowships Programme						
Regular budget Headquarters	–	5	5	–	5	5
Other funding sources	2	–	2	2	–	2
TOTAL, Part II.C						
Total, Regular budget Headquarters	2	9	11	2	9	11
Total, Regular budget	2	9	11	2	9	11
Total, Other funding sources	2	–	2	2	–	2
GRAND TOTAL	4	9	13	4	9	13

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

Items of Expenditure		REGULAR BUDGET		Total 36 C/5 proposed	Extrabudgetary Resources ⁽¹⁾
		Activities	Staff		
		\$	\$	\$	\$
Chapter 1	Participation Programme				
	I. Staff (established posts)		1 135 900	1 135 900	–
	II. Other costs:				
	Temporary assistance	16 000		16 000	–
	Staff travel on official business	12 000		12 000	–
	Contractual services	8 000		8 000	–
	General operating expenses	9 200		9 200	–
	Supplies and materials	2 500		2 500	–
	Furniture and equipment	5 400		5 400	–
	Financial contributions	19 070 000		19 070 000	–
	Total, Chapter 1	19 123 100	1 135 900	20 259 000	–
Chapter 2	Fellowships Programme				
	I. Staff (established posts)		713 000	713 000	696 800
	II. Other costs:				869 700
	Temporary assistance	8 000		8 000	–
	Staff travel on official business	8 000		8 000	–
	Contractual services	9 000		9 000	–
	General operating expenses	33 800		33 800	–
	Supplies and materials	4 500		4 500	–
	Furniture and equipment	9 700		9 700	–
	Fellowships and study grants	1 109 000		1 109 000	–
	Total, Chapter 2	1 182 000	713 000	1 895 000	1 566 500
	Total, Part II.C	20 305 100	1 848 900	22 154 000	1 566 500

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

Chapter 1 – Participation Programme

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, including priority Africa and gender equality. Such assistance under the Participation Programme is intended to promote national, subregional, or interregional activities that fall within the strategic objectives and biennial sectoral programme priorities of the Organization. It also strengthens partnerships 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, in close cooperation with the Bureau of Finance Management (BFM), will continue efforts to obtain from the various beneficiaries of the Programme – Member States, Associate Members and international non-governmental organizations – quality evaluation and financial 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 timely communication of information to Member States

Image of the Organization and impact of its action enhanced

Chapter 2 – Fellowships Programme

10201 UNESCO will follow a double-pronged strategy with a view to enhancing capacity-building and human resources development in Member States in UNESCO's fields of competence. 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, to increase fellowships opportunities for developing countries and countries in transition, especially for Africa and women as well as for least developed countries, during the biennium 2012-2013, 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 extrabudgetary resources through new partnerships. The Fellowships Programme Section will continue to administer fellowships offered under regular programme and extrabudgetary activities. The Participation Program and Fellowships Committee, chaired by ADG/ERI, will ensure, when granting UNESCO fellowships, transparency, equitable geographical distribution and conformity with the strategic objectives and programme priorities as defined in the C/4 and C/5 documents. Cooperation with the United Nations system will

continue with a view to harmonizing policies, criteria, standards 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's programme priorities

Fellowship beneficiaries empowered in programme priority areas through sharing of knowledge and upgrading of skills at graduate and post graduate levels

Thematic areas aligned to strategic programme objectives and biennial sectoral priorities

Fellowships opportunities increased through partnerships with Member States, civil society and non-governmental organizations

Administration procedures for fellowships harmonized with those followed by the United Nations system

Mobilization of new resources for UNESCO co-sponsored fellowship programmes

Part III – Corporate Services

Part III – 1

Activities/Staff	Regular Budget					Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Technical Adjustments	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
A. Human resources management							
1. Human resources management							
Activities	5 143 700	(100 000)	5 043 700	157 200	37 200	5 238 100	–
Staff	16 715 700	45 600	16 761 300	793 500	(712 900)	16 841 900	443 000
2. Corporate-wide training and development of staff	4 760 000	–	4 760 000	148 400	(148 400)	4 760 000	–
3. Contribution to the the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	6 114 800	–	6 114 800	1 685 200	–	7 800 000	–
Total, Part III.A	32 734 200	(54 400)	32 679 800	2 784 300	(824 100)	34 640 000	443 000
B. Financial management⁽²⁾							
1. Financial Management							
Activities	–	782 100	782 100	24 600	425 700	1 232 400	–
Staff	–	12 712 900	12 712 900	638 200	(646 100)	12 705 000	2 923 400
2. Corporate-wide insurance premiums	–	875 000	875 000	75 000	(75 000)	875 000	–
Total, Part III.B	–	14 370 000	14 370 000	737 800	(295 400)	14 812 400	2 923 400
C. Support services management							
1. Coordination, Procurement, IT infrastructure & Communications							
Chapter 1 – Coordination, support, monitoring and evaluation							
Activities	218 600	–	218 600	6 800	(6 800)	218 600	–
Staff	3 168 000	–	3 168 000	171 700	–	3 339 700	188 000
Chapter 2 – Procurement							
Activities	65 400	–	65 400	2 000	23 000	90 400	–
Staff	2 582 300	–	2 582 300	109 400	(54 300)	2 637 400	375 000
Chapter 3 – Information systems and telecommunications							
Activities	6 201 100	(2 084 000)	4 117 100	128 300	(26 300)	4 219 100	–
Staff	14 908 700	(2 839 100)	12 069 600	565 800	(225 900)	12 409 500	815 200
Total, Part III.C.1	27 144 100	(4 923 100)	22 221 000	984 000	(290 300)	22 914 700	1 378 200

For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

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

⁽²⁾ As per DG Ivory Note DG/NOTE/10/31, the Bureau of the Comptroller (BOC), a part of the Bureau of the Budget (BB) and the field administrative support unit of the Bureau of Field Coordination (BFC) have been merged into the newly established Bureau of Financial Management (BFM: Part III.B).

Activities/Staff	Regular Budget					Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Technical Adjustments	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
2. Conferences, languages and documents services							
Chapter 4 – Conferences, language and documents							
Activities	1 883 200	–	1 883 200	58 700	(547 600)	1 394 300	1 781 100
Staff	21 883 400	–	21 883 400	1 106 400	(721 500)	22 268 300	1 795 000
Total, Part III.C.2	23 766 600	–	23 766 600	1 165 100	(1 269 100)	23 662 600	3 576 100
3. Facilities management including Headquarters security and utilities							
Chapter 5 – Common services, security, utilities and management of premises and equipment							
Activities	10 899 400	–	10 899 400	339 700	(948 800)	10 290 300	–
Staff	17 044 300	–	17 044 300	765 600	(9 400)	17 800 500	4 432 000
Chapter 6 – Maintenance, conservation and renovation of Headquarters premises							
Activities	19 073 400	(13 784 000)	5 289 400	164 900	(164 900)	5 289 400	–
Staff	–	–	–	–	–	–	–
Total, Part III.C.3	47 017 100	(13 784 000)	33 233 100	1 270 200	(1 123 100)	33 380 200	4 432 000
Total, Part III C- Activities	38 341 100	(15 868 000)	22 473 100	700 400	(1 671 400)	21 502 100	1 781 100
Total, Part III C- Staff	59 586 700	(2 839 100)	56 747 600	2 718 900	(1 011 100)	58 455 400	7 605 200
Total, Part III.C	97 927 800	(18 707 100)	79 220 700	3 419 300	(2 682 500)	79 957 500	9 386 300
External relations and cooperation⁽³⁾							
Activities	3 076 700	(3 076 700)	–	–	–	–	–
Staff	14 590 300	(14 590 300)	–	–	–	–	–
Total	17 667 000	(17 667 000)	–	–	–	–	–
Accounting, treasury management and financial control⁽²⁾							
Activities	1 429 400	(1 429 400)	–	–	–	–	–
Staff	9 107 400	(9 107 400)	–	–	–	–	–
Total	10 536 800	(10 536 800)	–	–	–	–	–
Total, Part III	158 865 800	(32 595 300)	126 270 500	6 941 400	(3 802 000)	129 409 900	12 752 700

For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

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

⁽²⁾ As per DG Ivory Note DG/NOTE/10/31, the Bureau of the Comptroller (BOC), a part of the Bureau of the Budget (BB) and the field administrative support unit of the Bureau of Field Coordination (BFC) have been merged into the newly established Bureau of Financial Management (BFM: Part III.B).

⁽³⁾ As per DG Ivory Note DG/NOTE/10/34, the Bureau of Public Information (BPI: Part II.B) and the Sector for External Relations and Cooperation (ERC: Part III) have been merged into a newly formed Sector for External Relations and Public Information (ERI: Part II.B).

Part III – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Corporate Services	35 C/5 Approved as adjusted			36 C/5 Proposed		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Human resources management						
Regular budget Headquarters	37	50	87	38	46	84
Other funding sources	1	1	2	1	1	2
Financial management						
Regular budget Headquarters	34	27	61	32	27	59
Other funding sources	6	10	16	6	8	14
Support services management						
Regular budget Headquarters	90	242	332	92	234	326
Other funding sources	5	40	45	4	42	46
Total, Regular budget	161	319	480	162	307	469
Total, Other funding sources	12	51	63	11	51	62
GRAND TOTAL	173	370	543	173	358	531

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 36 C/5 Proposed	
	\$	\$	\$	\$
A. Human resources management				
I. Staff (established posts)		16 841 900	16 841 900	443 000
II. Other costs:				
Temporary assistance	157 800		157 800	–
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	296 500		296 500	–
General operating expenses	88 100		88 100	–
Supplies and materials	24 500		24 500	–
Furniture and equipment	62 000		62 000	–
Other expenditure (SITA, common charges and others)	71 900		71 900	–
MBF claims processing & notariat	2 300 000		2 300 000	–
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 the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	7 800 000		7 800 000	–
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 the Association of Retired Staff Members (AAFU)	30 000		30 000	–
JCU (Children's club and Day Nursery)	411 000		411 000	–
Other centrally managed funds	72 200		72 200	–
Total, Part III.A	17 798 100	16 841 900	34 640 000	443 000
B. Financial management				
I. Staff (established posts)		12 705 000	12 705 000	2 923 400
II. Other costs:				
Temporary assistance	20 000		20 000	–
Staff travel on official business	133 000		133 000	–
Contractual services	120 000		120 000	–
General operating expenses	159 400		159 400	–
III. Sums administered by the Bureau of Financial Management on behalf of the Organization as a whole:				
Insurance premiums	875 000		875 000	–
IPSAS	800 000		800 000	–
Total, Part III.B	2 107 400	12 705 000	14 812 400	2 923 400

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	Total 36 C/5 Proposed	
	\$	\$	\$	\$
C. Support services management				
Chapter 1 Coordination, support, monitoring and evaluation				
I. Staff (established posts)		3 339 700	3 339 700	188 000
II. Other costs:				
Temporary assistance	10 000		10 000	-
Staff travel on official business	12 400		12 400	-
Contractual services	25 500		25 500	-
General operating expenses	24 100		24 100	-
Supplies and materials	10 000		10 000	-
Furniture and equipment	8 000		8 000	-
III. Sums administered by the Sector for Administration on behalf of the Organization as a whole:				
Secretariat of the Appeals Board	128 600		128 600	-
Total, Chapter 1	218 600	3 339 700	3 558 300	188 000
Chapter 2 Procurement				
I. Staff (established posts)		2 637 400	2 637 400	375 000
II. Other costs:				
Temporary assistance	16 700		16 700	-
Staff travel on official business	16 000		16 000	-
General operating expenses	19 700		19 700	-
Supplies and materials	4 000		4 000	-
Furniture and equipment	9 000		9 000	-
III. Sums administered by the Procurement Division on behalf of the Organization as a whole:				
UN Global Market – Membership fees	25 000		25 000	-
Total, Chapter 2	90 400	2 637 400	2 727 800	375 000
Chapter 3 Information systems and telecommunications				
I. Staff (established posts)		12 409 500	12 409 500	815 200
II. Other costs:				
Temporary assistance	195 000		195 000	-
Participants (delegates) travel	40 000		40 000	-
Staff travel on official business	80 000		80 000	-
Contractual services	891 100		891 100	-
General operating expenses	1 427 300		1 427 300	-
Supplies and materials	300 000		300 000	-
Furniture and equipment	1 285 700		1 285 700	-
Total, Chapter 3	4 219 100	12 409 500	16 628 600	815 200
Chapter 4 Conferences, languages and documents				
I. Staff (established posts)		22 268 300	22 268 300	1 795 000
II. Other costs:				1 781 100
Temporary assistance	250 500		250 500	-
Staff travel on official business	13 000		13 000	-
Contractual services	583 200		583 200	-
General operating expenses	159 300		159 300	-
Supplies and materials	120 000		120 000	-
Furniture and equipment	268 300		268 300	-
Total, Chapter 4	1 394 300	22 268 300	23 662 600	3 576 100

⁽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 36 C/5 Proposed	
	\$	\$	\$	\$
Chapter 5 Common services, security, utilities and management of premises and equipment				
I. Staff (established posts)		17 800 500	17 800 500	4 432 000
II. Other costs:				
Temporary assistance	194 500		194 500	–
Overtime	439 900		439 900	–
Staff travel on official business	17 400		17 400	–
General operating expenses	56 600		56 600	–
Supplies and materials	35 000		35 000	–
Furniture and equipment	126 800		126 800	–
III. Sums administered by the Headquarters Division on behalf of the Organization as a whole:				
Electricity	1 200 000		1 200 000	–
Heating	1 400 000		1 400 000	–
Compressed air	161 200		161 200	–
Water	284 200		284 200	–
Taxes (balayage et enlèvement des ordures)	509 000		509 000	–
Maintenance contracts (including cleaning and hygiene) and other charges	3 012 800		3 012 800	–
Expedition charges	542 100		542 100	–
Headquarters Security	2 310 800		2 310 800	–
Total, Chapter 5	10 290 300	17 800 500	28 090 800	4 432 000
Chapter 6 Maintenance, conservation and renovation of Headquarters premises				
I. Sums administered by the Headquarters Division on behalf of the Organization as a whole:				
Maintenance, conservation and renovation of buildings and infrastructures	5 289 400		5 289 400	–
Total, Chapter 6	5 289 400		5 289 400	–
Total, Part III.C	21 502 100	58 455 400	79 957 500	9 386 300
Total, Part III	41 407 600	88 002 300	129 409 900	12 752 700

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

III.A – Human resources management

Responsible unit: Bureau for Human Resources Management (HRM)

11001 In order to achieve the Organization's mission and strategic objectives, its staff should be recruited, developed, deployed and managed in the most effective manner possible. Consequently, the Bureau of Human Resources Management (HRM) acts as a strategic partner by developing, recommending and facilitating the implementation of human resources policies and programmes. The Bureau advises management on strategies which are aimed at ensuring that the Organization is served by competent and motivated staff. In addition to providing strategic advice, the Bureau is also responsible for standard operational services and activities essential for the efficient delivery of the Organization's programmes and the well-being of staff.

11002 The Bureau of Human Resources Management is a support service for programme elaboration, execution and administration reporting directly to the Director-General. Principal responsibilities of the Bureau include:

- the development of policies, procedures and practices in support of effective human resources management, in particular the coordination, development, implementation and monitoring of the Human Resources policy framework and its directives. A Human Resources management strategy for 2011-2016 has been developed and will be implemented, pending approval by General Conference. It has been elaborated by taking into account the recommendations of the Independent External Evaluation, the External Auditors and the IOS evaluations and in collaboration with sister agencies, funds and programmes with the vision of harmonization within the United Nations Common System human resources policies and practices.
- provide professional support and guidance on staff planning, succession, and recruitment activities to Sectors and Bureaus at Headquarters and in the Field in order to ensure that the most competent staff, from diverse geographical backgrounds including qualified women, are recruited, developed and deployed in the most efficient manner within the Organization. Within this context, ensures that the Organization has a mobile and flexible workforce with experience at Headquarters and in the Field, supported by a relevant transparent geographical mobility policy which addresses UNESCO's programmatic needs and lends on best practices from other UN Organizations.
- the conception, development and implementation of innovative and relevant learning and development programmes which fosters a culture of results and performance management; consistently strives to strengthen and develop the capacity and competencies of staff as required, for programme delivery including managerial and leadership competencies. In addition, working towards an effective career development/counseling service for staff. The Bureau is also responsible for the development of policies targeted at the recognition of individual and team performance.
- provision of staff services to ensure that appointments are made within the appropriate contractual tools and ensuring that the relevant benefits/entitlements/compensation package are applied. Monitors the equitable and consistent application of relevant policies, rules and regulations.
- provide legal advice to management and staff, applying preventive and early-resolution methods, dealing with staff grievances, appeals & harassment cases, fostering and maintaining effective relation and open dialogue with Staff Associations.
- develop and administer the social security plans of the Organization including health insurance, compensation for service-incurred illness, accident or death and group life, accident and disability

insurance; briefing and counselling participants in these plans on their entitlements and options available. The Bureau also provides the Secretariats to the relevant social security governance committees.

- the Bureau is also responsible for the administration of standard medical advice and services ranging from medical leave, evacuations and harmonization of medical administrative practices within the UN Medical Community; ensures the provision of preventive and systematic medical support to staff. As part of its social services function, the Bureau provides general support to staff within the context of staff well-being ensuring advice regarding stress and provides assistance to staff regarding the local environment (housing, schooling and child-care services, where possible).
- the Bureau will support the reform of the Field Network by contributing in the review of the offices' design and organization structures, staffing, and possible changes in staff competency requirements, reassignments of international staff and training, as necessary.

11003

Expected results at the end of the biennium:

Action plan for the human resources management strategy for 2011-2016 developed and implemented

Performance indicators

- Implementation of a streamlined staffing process covering external appointments to internal appointments/mobility changes
- Succession planning mechanism for specific profiles and skills implemented and a candidate pool established
- Improved competency-based interviews
- Redesigned vacancy notices, new e-recruitment tool introduced
- Implementation of geographical mobility policy

Equitable geographical distribution and gender balance improved, in particular at the senior management levels

Performance indicators

- Implement approved Action Plan for the improvement of geographical distribution
- Implement approved Gender Action Plan targeting 50% representation at all professional levels in particular at the senior management level

Effective and financially sound social security schemes for staff ensured

Performance indicators

- Implement plan design, governance and funding mechanisms of the Medical Benefits Funds, as approved by the Director-General upon recommendation of the MBF Board of Management

Learning and development plan elaborated, implemented and monitored

Performance indicators

- Ensure deliverance of established corporate training plan, as approved by the Director-General
- Implementation of learning and development activities and initiatives

Culture of results introduced in performance management

Performance indicators

- Career development/counseling service implemented and delivery of learning opportunities with traditional and on-the-job training of management and leadership competencies
- Performance tool reviewed and streamlined to reflect a culture of performance management
- 180 degrees feedback for supervisors implemented
- Monitoring of implementation of the performance management and feedback mechanism
- Implementation of a recognition system for outstanding performance

Administrative actions relating to recruitment, appointments and benefits/entitlements administration efficiently processed

Performance indicators

- Recruitment process reduced to 180 days
- Development of streamlined, generic advertisements
- Targeted recruitment pool to identify quality candidates
- Streamline service provisions and establish a monitoring mechanism to ensure appropriate and standard service delivery
- Delegation of authority reviewed within the Bureau with the purpose of reducing layers while ensuring appropriate accountability

III.B – Financial management

12001 Under the reform programme launched by the Director-General, the Bureau of Financial Management was established by DG Note/10/31 on 12 July 2010, by merging the former Bureau of the Comptroller (BOC), two main sections of the former Bureau of the Budget (Section for the Budgets of Direction, Administration and Program Support and Section for the Budgets of Program Sectors), the Field Office administrative support unit of the Bureau of Field Coordination (BFC) and integrating the coordination of the financial rules and procedures assembled in the Administrative Manual. This major change has not only resulted in significant staff and operating cost savings but has also led into breaking old silos and focusing on efficient and effective service delivery.

12002 BFM is a corporate service reporting directly to the Director-General and managed by the Chief Financial Officer (CFO).

12003 The paramount objective is to create modern/streamlined Financial Management services designed to maintain effective internal control systems, better manage resources, deal with financial risks, provide relevant, useful and timely information in a transparent manner so as to enhance accountability in accordance with IPSAS and to support informed decision-making by both the Director-General and the Governing Bodies.

12004 The main responsibilities of BFM are:

- Financial monitoring and reporting on the execution of programme activities, whether financed from regular budget or extrabudgetary resources;
- Overall financial management of the Organization and regular reporting;
- Monitoring and administration of operating budgets of field offices in collaboration with field office administrative offices (AOs);
- 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 area of competences;
- Custody of funds and investment of funds in accordance with the Investment Policy of the organisation;
- Management of foreign currency, interest and credit risk exposure of the Organisation in a prudent manner;
- Manage the bank accounts of the organisation and ensure efficient banking services for the field network;
- Streamlining payroll processes, integrating all systems and adopting best practices to build efficiency and ensuring statutory and internal control compliance;
- Design, implement and update appropriate internal financial control systems throughout the organisation in order to ensure that the assets of the Organisation are safeguarded;
- Keeping proper financial records and the production of IPSAS-compliant financial statements; and donor reports of extrabudgetary funds, as well as preparation of timely financial information to support decision-making of senior management;

- Provide training on financial management and budgetary issues, on regular and extrabudgetary sources, including risk management and internal control issues;
- Participate in the United Nations system-wide reform process covering the financial and budgetary aspects as well as harmonisation of business practices; mainly by providing guidance to Field Offices to facilitate the implementation of common procedures and understandings at the UNCT level.

12005

Expected results at the end of the biennium:

Informed decision-making by the Director-General and Governing bodies facilitated by timely financial and budgetary monitoring and reporting on regular budget and extrabudgetary resources with particular emphasis on management of risks

Risk-based budgetary and financial internal control systems strengthened across the Organization, concerned staff capacities built and programme implementation with key partners facilitated

Transparent and high quality audited financial statements produced in accordance with IPSAS and presented to the Governing bodies with a clean audit opinion

Financial resources of the Organization managed in an effective and efficient manner and in compliance with the Financial Regulations and Rules

Operational deliverables and targets met due to consistent and appropriate application of the Financial Regulations, rules, policies and procedures

Enhanced and integrated financial management and reporting systems put in place and properly used

Effective operational reporting lines established from Administrative Officers to the CFO, with particular attention to the Field Office network

Operational guidance and overall coordination provided to Field Offices on the implementation of measures agreed upon in the context of harmonized business practices in the UN system framework

III.C – Support services management

- 13001** The role of the Sector for Administration (ADM) is to ensure support for the effective implementation of UNESCO's programmes through the common support services of procurement, information systems and telecommunications, conferences, languages, documents, security, utilities, premises and equipment, as well as the maintenance and conservation of Headquarters premises.
- 13002** The Sector places great importance on strengthening operational support throughout the Organization by continuously seeking more cost effective and efficient ways to provide administrative, information and managerial systems and services, including outsourcing in conformity with the Organizations outsourcing policy, providing a safe, healthy and environmentally friendly working environment and managing through clearly defined service level agreements to continuously enhance its support to programme delivery.
- 13003** Under the authority of the Assistant Director-General for Administration (ADG/ADM), ADM comprises 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). The ADG/ADM coordinates the operations of the sector.
- 13004** Rationalization and optimization efforts will be pursued to capitalize on synergies and increase efficiency gains for the Organization.

Chapter 1 – Coordination, support, monitoring and evaluation

Unit responsible: Office of the Assistant Director-General for Administration (ADM/ADG)

- 13101** ADG/ADM is responsible for the overall planning, policy, coordination and information for the sector. The principal focus is on ensuring that the sector provides user-oriented services in an efficient manner.
- 13102** It also focuses on coordinating the rationalization of business processes within the sector, the optimization of its services and structures and the benchmarking of administrative best practices with other UN, Inter-governmental and public sector entities with a view towards seeking cost effectiveness and cost efficiency for the Organization.
- 13103** Under the framework of the Organization's outsourcing policy, ADG/ADM coordinates the divisions in reviewing and implementing alternative service delivery modalities like outsourcing where the services under its purview can be delivered less expensively, more efficiently or expeditiously by an outside body.
- 13104** The Office of the ADG/ADM provides coordination and administrative support to the divisions, ensuring that all its resources are efficiently utilized through proper management, internal control and monitoring.
- 13105** Furthermore, the Office continues to coordinate the mitigation of its carbon footprint, in line with United Nations system approaches and with the objective of "greening" UNESCO.

13106

Expected results at the end of the biennium:

Outsourcing modalities for services implemented where relevant

"Greening" UNESCO supported and carbon footprint reduced

Chapter 2 – Procurement

Unit responsible: Division of Procurement (ADM/PRO)

13201

The Division is responsible for providing technical and administrative support and advice for the Organization's procurement of goods, works and services, as well as for improving the capacity and competency for procurement implemented in a decentralized manner. It places particular focus on increased transparency and integrity in the utilization of UNESCO funds.

13202

Furthermore, the Division is also responsible for the maintenance and upkeep of a central physical inventory register for Headquarters and for physical stocktaking as per the Organizations rules, regulations and procedures.

13203

The Division will continue to focus principally on its core mandate and will envisage outsourcing modalities for services which are non-core to its main function and also those services which can be provided by an outside source more cost effectively and expeditiously.

13204

The Division also ensures that environmental considerations, social responsibility and sustainable procurement criteria as developed by the United Nations are incorporated in the procurement process.

13205

Expected results at the end of the biennium:

Procurement processes simplified and Long Term Agreements (LTA's) in place for most frequent and routine purchases at Headquarters

Technical skills improved Organization-wide to ensure procurement planning, strict application of governing rules and regulations, as well as to reduce the waivers of competition in decentralized procurement activities

Property management processes and procedures at Headquarters consistent with International Public Sector Accounting Standards (IPSAS)

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Chapter 3 – Information systems and telecommunications

Unit responsible: Division of Information Systems and Telecommunications (ADM/DIT)

13301

The main responsibilities of the Division are to support programme delivery and facilitate development and sharing of knowledge throughout the Secretariat, at Headquarters and in the field through the provision of information and communication services and corresponding Information and Communication Technology tools.

- 13302** The division provides operational support to knowledge and information management systems (KIMS) of the Organization and to the organization-wide ICT Strategy by ensuring the coherence, harmonization and coordination of system integration activities and the security and cost-effectiveness of ICT infrastructure management through outsourcing modalities where applicable. The division also provides support for the development and operation of all in-house management information systems and business applications of the Organization.
- 13303** With a view to mitigate operational risks, the division will put in place the suitable measures for the implementation of the IT security policy and further elaborate and implement a Business Continuity and Disaster recovery plan.
- 13304** The evolution in technologies allowing the integration of voice, video and data communication will make it possible for the division to work on establishing a unified communications network which will reduce global communications costs, improve Visio and Audio conferencing and help in enhancing business operations and processes. This will further consolidate the work and communication links between UNESCO at Headquarters and in the Field.
- 13305** Further development of the Electronic Records Management systems, including the integration of multimedia archiving capabilities will contribute to the visibility of the organization through the internet. Enhancing the capability of electronic records management and the availability of digital documents will form the basis for Knowledge Management with a view to provide relevant information in a rapid manner to users and decision-makers.

13306 **Expected results at the end of the biennium:**

IT security policy, risk register, business continuity and disaster recovery plan developed for IT systems, services and infrastructure

Unified communications network with Voice over Internet Protocol (VOIP) technology developed encompassing both HQs and the Field Offices and

Multimedia capabilities integrated into Electronic Records Management system

Organizational knowledge management supported by electronic records management

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Chapter 4 – Conferences, languages and documents

Unit responsible: Division of Conferences, Languages and Documents (ADM/CLD)

- 13401** The Division provides conference services, interpretation services, translation services, document production and distribution services to central services, program sectors, the governing bodies. The Division provides translations in all 6 official languages of UNESCO's documents, publications and other information materials. It provides interpretation in all 6 official languages to programme conferences and meetings, facilitating communication between different language communities. It produces and distributes high quality multilingual products (in soft or hard copy). The services are provided by a combination of permanent staff, temporary assistance, and external service suppliers (individuals and companies).

13402 The services are financed by Part I.A (fixed allocation for services to governing bodies), Part III.C (fixed allocation, primarily staff) and Part II (chargeback mechanism, direct correspondence between the service required and the funds received). The Division also receives extrabudgetary funding for the promotion of the Arabic language; this is used mainly to fund translation and interpretation in Arabic. While efforts will be made to maintain all required services, the delivery mechanisms for some will change.

13403 In addition to the provision of the above services in a timely manner, activities for the biennium will focus on client education, more coherent scheduling of major conferences and meetings and optimization of utilization of facilities, definition of service level agreements with and for translation clients, ongoing search for corporate (rather than individual) service providers and, finally, matching print-runs to real demand and developing e-distribution.

13404 **Expected results at the end of the biennium:**

Conference, interpretation and translation services as well as document production and distribution services (including e-distribution) provided in a more coherent and timely manner

Service level agreement established with at least three significant translation clients

E-distribution developed

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Chapter 5 – Common services, security, utilities and management of premises and equipment

Unit responsible: Headquarters Division (ADM/HQD)

13501 The Division will focus on providing high quality support for programme execution and the functioning of the governing bodies of the Organization by ensuring operational activities related to safety, security, maintenance of premises, facilities and installations, mail and pouch operations, provision of utilities and compliance of working conditions to modern requirements, as well as the management of the UNESCO works of art collection.

13502 The renovation of the office part of the Fontenoy site together with ongoing austerity measures resulted in savings on utilities and energy consumption (electricity, heating, water, etc.), which has led to a reduction of the respective budget allocations.

13503 In line with the greening policy, users will be encouraged to continue to take a more active role in the rational use of common resources and in minimizing their waste. Application of charge back mechanisms will continue to be used for enhancing the responsibility of sectors and services and recovering a part of related costs.

13504 The 2012-2013 budgetary framework will limit the implementation of the Medium Term Security Plan for Headquarters – both in terms of additional staffing and investment. Available resources will thus be adapted to the evolving environment and the existing challenges for safety and security at

Headquarters. Full implementation of the Plan would have improved compliance with applicable UN H-MOSS standards and reduce current deficiencies. However, in view of limited budgetary resources, premises and security/safety services will be maintained, to the best possible extent, at levels so to minimize related risks.

13505 The application of best practices in the procurement of goods and services will continue during the biennium rendering further economies in the operation of headquarters premises.

13506 A proactive strategy is in place for the management of human resources within the Division. Following major staff reductions in the past biennia and outsourcing having reached its maximum reasonable threshold, a reorganization of the buildings services' workforce has been implemented. This in combination with an enhanced versatility and complementarity of technical workshops has enabled the Organization to capitalize on human resources without increasing staff.

13507 Management of revenue-generating activities (rental of office space, underground parking) will continue to apply the full cost recovery principle. The resulting extra-budgetary resources will complement regular budget allocations for maintenance/conservation of premises and utilities.

13508 **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; risks and negative effects of austerity minimized

Cost-sharing developed for optimal use of human and financial resources

Safety and security measures assessed and updated to current situations

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Chapter 6 – Maintenance, conservation and renovation of headquarters premises

Unit responsible: Headquarters Division (ADM/HQD)

13601 In order to ensure a foresighted vision of support activities and improve the use of the Organization's resources, long term planning will continue to be developed, in cooperation with the Headquarters' Committee. Sustainability and environmental aspects will constitute the corner stones underlying the conception of related strategies despite the ever growing financial constraints and the reduced budgetary framework.

13602 Headquarters' operation costs will continue to be assessed with a view to reduce them through preventive rather than curative maintenance, and with a sufficient workforce and financial resources, enabling the Organization to fulfil its programme mission.

13603 UNESCO Capital Master Plan implementation modalities (including financial) will continue to be explored along the following main outlines: optimization of space use and allocation, long-term maintenance and conservation of refurbished and non-renovated premises, restoration of premises not covered by the Belmont Plan, better observance of H-MOSS safety/security guidelines, environmental

and sustainability aspects and actions, and eventual recourse to public/private partnerships for enhancing the Organization's capacity in premises' management and refurbishment.

13604

To guarantee operational continuity of the programme support, some resources will be earmarked for recurrent maintenance of premises and reactive repair: materials, consumables and equipment for workshops to ensure corrective tasks.

13605

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

Capital Master Plan in Fontenoy and Miollis/Bonvin sites implemented within the limits of resources available

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Part IV – Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building

Part IV

Activities/Staff	Regular Budget					Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Technical Adjustment	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
Loan repayments for the renovation of the Headquarters premises and the IBE Building	-	14 014 000	14 014 000	-	-	14 014 000	-

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

In previous C/5 documents the budgets for the loan repayments for the renovation of the Headquarters premises and the IBE Building were included in the Chapter presentations of those Sectors functionally responsible for their administration (Administration and the Bureau of the Comptroller). In the 36 C/5, these items are now regrouped under a new heading, Part IV of the Budget. For the Draft 36 C/5, Part IV includes a provision of \$14,014,000, reflecting the amounts needed for the 2012-2013 repayments of the Headquarters renovation plan (“Belmont Plan”) loan, \$13,784,000 and the UNESCO International Bureau of Education building loan, \$230,000 which were previously included, respectively, in the Chapters of Administration (now entitled Support services management) and the Bureau of the Comptroller (now reorganized as the Bureau of Financial Management).

Part V – Anticipated Cost Increases

Part V

Activities/Staff	Regular Budget					Total 36 C/5 Proposed	Extrabudgetary Resources ⁽¹⁾
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Technical Adjustment	36 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$
Anticipated cost increases	10 650 400	-	10 650 400	4 330 300	(1 518 300)	13 462 400	-

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)” under Technical Note and Annexes.

⁽¹⁾ Funds already received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

In accordance with the budgeting techniques approved in 35 C/Resolution 105, the costs of staff, and goods and services for Parts I-IV 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 2011. Statutory and inflationary increases and technical adjustments that are expected to occur during the 2012-2013 biennium are not included in Parts I-IV and the Reserve for reclassifications/merit-based promotions, but are set out separately under Part V of the budget.

The provision for anticipated cost increases for the 2012-2013 biennium amounts to \$13,462,400. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.



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36

C/5

2012-2013

**TECHNICAL
NOTE AND
ANNEXES**



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36 C/5

**TECHNICAL NOTE
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2012-2013

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36 C/5 – Technical Note and Annexes

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Organizational Chart of the UNESCO Secretariat 2012-2013

Technical note and budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)

Revised Zero Real Growth Scenario: \$685.7 million

Background

T001 While adopting the Programme and Budget for 2010-2011 (35 C/5) at its thirty-fifth session, the General Conference invited the Director-General to apply the same budgeting techniques for the 36 C/5 as those applied in the 35 C/5, subject to any modification or improvements that may be recommended by the Executive Board or the Director-General at a future session of the Board.

T002 In this regard, and having examined the Director-General's Preliminary Proposals concerning the Draft Programme and Budget for 2012-2013 (36 C/5) in document 185 EX/17 Part II, the Executive Board noted that the preliminary budgetary estimates for document 36 C/5 have been calculated using the approved budgeting techniques and methodology adopted by the General Conference in accordance with 35 C/Resolution 105.

In 185 EX/Decision 17, the Executive Board further invited the Director-General when preparing the Draft Programme and Budget for 2012-2013, *inter alia*, to:

- “consider the introduction of a results-based budgeting approach as the methodology for achieving increased budget transparency and accountability;
- reinforce the resources allocated to programmes, taking into account the discussions held at the 185th session of the Executive Board regarding priorities and the need to focus on the core mandate of the Organization;
- continue to identify measures for an effective and rational use of financial resources; [and]
- ensure that the regular budget includes support for programme delivery such as the International Public Sector Accounting Standards (IPSAS), integrated management systems, Headquarters maintenance and security in order to ensure efficient delivery of the programme”.

The Executive Board further invited the Director-General to submit draft document 36 C/5 to it at its 186th session.

In this regard, the Director-General presents to the Executive Board for its consideration, the Draft Programme and Budget for 2012-2013 (36 C/5), hereafter referred to as the Draft 36 C/5.

Draft 36 C/5 – Budget ceiling

T003 The Draft 36 C/5 presents a Revised Zero Real Growth (R-ZRG) budget of \$685.7 million, which is \$1.6 million lower than the ZRG estimates of \$687.3 million presented in the Preliminary Proposal (document 185 EX/17 Part II) at the 185th session of the Executive Board. Information received after the Preliminary Proposal was published allowed the Secretariat to lower its staff cost estimates by \$1.6 million, as the scales for pensionable remuneration and the general service category which were published in autumn 2010 turned out to be lower than the estimates used in the initial ZRG proposal.

Consequently, the Draft 36 C/5 presents a **revised ZRG proposal of \$685.7 million**, which corresponds to a **\$32.7 million increase** vis-à-vis the 35 C/5 Approved. As a reminder, a zero real growth budget implies that the increase in the budget only compensates the loss of purchasing power due to statutory, inflationary and other factors, and simply represents the same level of resources (in real terms) as approved in the current biennium.

T004 It should also be noted that the method utilized in calculating the R-ZRG estimates was only used to determine the overall budget envelope, and does not prejudice how the funds would be structured and allocated within the envelope. In preparing this Draft 36 C/5, the **Director-General distributed the budget envelopes based on her programme priorities, after taking into consideration the decisions of the Executive Board.**

- For example, when preparing the Draft 36 C/5, the Director-General made considerable efforts to reinforce resource allocations to the five Major Programmes. Table 1 below shows the variation between the “35 C/5 Approved as adjusted” and the Draft 36 C/5. The variation is broken down into two factors: recosting (inflation, statutory increases and technical adjustments) and real reinforcements or reductions in resources.

The column entitled “**36 C/5 Increase / (Decrease) in real terms**” shows where the **real reinforcements or real reductions in resources were imposed**. It shows that Part II.A – Programmes received \$6.0 million as real reinforcements over and above their R-ZRG requirements. Part II.B – Programme-related services also received a reinforcement of approximately \$0.2 million. However, in order to achieve these reinforcements, real cuts in resources were imposed in other appropriation lines, namely in Part I (with a reduction of \$0.4 million), Part II.C (with \$0.5 million), Part III (with \$3.8 million) and Part V (with \$1.5 million).

Table 1 further shows that **of the \$32.7 million total increase** proposed for the Draft 36 C/5, **71% or \$23.3 million is attributed to Part II – Programme and Programme-related services of the budget (of which 63% or \$20.7 million is for Part II.A – Programmes alone)**

- It should further be noted that in accordance with 185 EX/Decision 17 which requests the Director-General to ensure adequate funding for the implementation of the International Public Sector Accounting Standards (IPSAS) at UNESCO and to reinforce funding for integrated management systems, the Draft 36 C/5 foresees a **\$0.6 million increase in the budget for IPSAS** vis-à-vis the 35 C/5 Approved, bringing the total provision for this item to \$0.8 million. **With regard to integrated management systems, a new appropriation line entitled “Organization-wide knowledge management” has been created under Part II.B of the budget with a total budget provision of \$5.1 million.**

Table 1 – Variation between the Draft 36 C/5 and the 35 C/5 Approved as adjusted by sector/bureau

in thousand of US \$

Principal appropriation line	Recosting (inflation and statutory increases)			36 C/5 Increase / (Decrease) in real terms	Total Variance	
	Recosting	Technical adjustments ⁽¹⁾	Total		\$	%
	\$	\$	\$			
PART I – GENERAL POLICY AND DIRECTION						
A. Governing bodies	435	–	435	1	436	1%
B. Direction	1 021	–	1 021	(349)	672	2%
C. Participation in the Joint Machinery of the United Nations System	50	2 342	2 392	(25)	2 367	7%
TOTAL, PART I	1 506	2 342	3 848	(374)	3 475	11%
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES						
A. Programmes						
I Education	4 537	–	4 537	1 501	6 039	18%
II Natural sciences	2 414	–	2 414	1 735	4 149	13%
III Social and human sciences	1 250	–	1 250	500	1 750	5%
IV Culture	2 205	–	2 205	1 800	4 006	12%
V Communication and information	1 492	–	1 492	500	1 992	6%
UNESCO Institute for Statistics	241	–	241	–	241	1%
Intersectoral Platforms	–	–	–	–	–	0%
Field office implementation of decentralized programmes	2 547	–	2 547	(1)	2 545	8%
Total, Part II.A	14 686	–	14 686	6 035	20 721	63%
B. Programme-related services						
1. Coordination and monitoring of action to benefit Africa	199	–	199	397	596	2%
2. Coordination and monitoring of action to benefit Gender Equality	72	–	72	854	926	3%
3. Strategic planning, programme monitoring and budget preparation	445	–	445	(626)	(181)	-1%
4. Organization-wide knowledge management	192	–	192	117	310	1%
5. External relations and public information	1 334	–	1 334	(581)	753	2%
Total, Part II.B	2 243	–	2 243	162	2 404	7%
C. Participation Programme and Fellowships						
1. Participation Programme	579	–	579	(465)	115	0%
2. Fellowships Programme	72	–	72	(38)	34	0%
Total, II.C	652	–	652	(503)	149	0%
TOTAL, PART II	17 580	–	17 580	5 694	23 274	71%
PART III – CORPORATE SERVICES						
A. Human resources management	1 099	1 685	2 784	(824)	1 960	6%
B. Financial management	663	75	738	(295)	442	1%
C. Support services management	3 419	–	3 419	(2 683)	737	2%
TOTAL, PART III	5 181	1 760	6 941	(3 802)	3 139	10%
TOTAL, PARTS I-III	24 267	4 103	28 370	1 518	29 888	91%
Reserve for reclassifications / merit-based promotions	–	–	–	–	–	0%
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES AND THE IBE BUILDING						
	–	–	–	–	–	0%
PART V – ANTICIPATED COST INCREASES						
	–	4 330	4 330	(1 518)	2 812	9%
GRAND TOTAL	24 267	8 433	32 700	–	32 700	100%

1 The main technical adjustment items for Parts I-IV are listed below.

(in thousand of US\$)

Contribution to the Medical Benefits Fund for Associate Participants	1 685
Field Security Costs	2 870
Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	(528)
Insurance Premiums	75
Total, Technical Adjustments	4 103

The proposed increase in Part V of \$4.3M is also presented as a technical adjustment as its nature is different from “recosting”. Totals may not sum exactly due to rounding.

T005

At its 185th session, the Executive Board further noted that the preliminary proposal estimates did not include provisions for additional costs associated with the Medical Benefit Fund (MBF) reform, the Medium Term Security Plan and the Capital Master Plan, as these items were still to be examined by Senior Management and/or the Governing Bodies.

- With regard to the **MBF, the Draft 36 C/5 includes additional funds of \$1.7 million for UNESCO's contribution to the MBF for associate participants**, thereby increasing the budget provision for this item from \$6.1 million in the 35 C/5 Approved to \$7.8 million. It should be noted that this adjustment was determined based on the existing MBF contribution structure and therefore does not include possible costs associated with the proposal to reform the MBF contribution system itself as outlined in 185 EX/6 Part X. Two elements of the reform which could have a financial impact on the Organization's contribution to the Fund are the proposals to tie the contributions to projected costs so that contribution levels would be established to fully cover the projected claims expenditure which would better ensure the long term sustainability of the plan; and the proposal to increase the Organization's contribution ratio from 50% to approximately 55% of the projected costs.

The Director-General will present her Action Plan on the review of the MBF to the Executive Board at its 186th session. Should the reform measures be approved, any increase in the Organization's contribution to the MBF for 2012-2013 would have to be absorbed within the approved budget envelope. Depending on the amounts involved, the Secretariat might have to implement additional austerity measures during the implementation of the 36 C/5 in order to absorb the additional costs, including the possibility of financing them from Part V – Anticipated cost increases.

- With regard to the **maintenance and conservation of the headquarters premises, the Draft 36 C/5 includes a provision of approximately \$5.3 million**. It should be noted that the provision for the Amortization of the Belmont renovation plan loan repayment (\$13.8 million), is no longer grouped under this item, but is now shown in a new appropriation line under Part IV (Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building) – for greater transparency. The provision for Headquarters maintenance and conservation also does not include costs associated with the proposed Capital Master Plan, as the latter will only be presented to the General Conference for its approval at its 36th session in autumn of 2011. In addition, given the significant cost implications involved, appropriate financing measures would also have to be discussed during Member States' deliberation on this item.
- With regard to **Headquarters security**, the Draft 36 C/5 proposes a budget provision of **\$2.3 million**, which is presented under Part III.C – Support services management. It should be noted that this provision does not include additional amounts for Phase 2 of the Medium Term Security Plan (previewed for 2012-2013) as outlined in document 185 EX/30. Rather, in accordance with 185 EX/Decision 30, the Secretariat will examine other possible sources of funding (including the use of savings from unliquidated obligations (ULO) of 2008-2009 or from savings which may become available in the current biennium) for the security items which cannot be financed from the approved regular budget, and will make a recommendation to the Executive Board at its 187th session at the latest.

T006

In 185 EX/Decision 17 the Executive Board further requested the Director-General to consider the introduction of a **results-based budgeting** (RBB) approach as the methodology for achieving increased budget transparency and accountability. After initial reflections, the Secretariat determined that it was not feasible to introduce RBB for the preparation of the Draft 36 C/5, due to time constraints and the need for extensive preparatory work that will entail a review of the entire budgeting process, extensive training, and further development of specific IT tools etc. Nonetheless, a more in-depth consideration of the practical implementation of RBB or a "costed results" approach will be undertaken for the 37 C/5.

T007

With regards to the **Field Network Reform**, and as per 185 EX/Decision 29, information on the detailed phases of implementation of the proposed new network and their budgetary impact over the next two biennia will be provided at the 186th session of the Board.

Budgeting techniques

T008

The following section describes the budgeting techniques applied in the preparation of the Draft Programme and Budget for 2012-2013 (36 C/5), in accordance with the approved budgeting techniques and methodology adopted by the General Conference in 35 C/Resolution 105.

(i) **Constant dollar principle and currency fluctuations**

The estimates for the regular budget used in preparing this draft budget have been calculated at the exchange rate of USD 1 = Euro 0.869, which is the same exchange rate used in preparing the budget for the period 2010-2011.

From a budgetary perspective, income and expenditure incurred in Euros against the regular budget will be recorded in the budget reports at the constant dollar rate of US \$1 to € 0.869. However, for the accounts (as per IPSAS), Euro-denominated income and expenditure will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/comparison reports of the financial statements.

One benefit of using a constant rate of exchange in budgeting and reporting is that it allows implementing sectors to plan and carry out the vast majority of their Euro expenditure activities without the complication of managing exchange rate fluctuations. However, in the context of IPSAS, the use of the constant dollar principle will have to be reviewed. In this regard, and in accordance with Executive Board decision 185 EX/Decision 17.8, the Director-General will submit to the Executive Board at its 187th session a report outlining the advantages, disadvantages and practical implications of the continued use of the constant dollar principle.

(ii) **Treatment of inflation through:**

■ **Estimate of the new budget base through recosting of Parts I-IV**

The first step of the budget methodology is to determine the budget base (Parts I-III and the newly created Part IV) for the 36 C/5. To achieve this, the staff and activity budgets approved in the 35 C/5 (excluding Anticipated cost increases) are first adjusted, in order to be consistent and comparable with the proposed structure of the 36 C/5. The structural and comparative transfers made in this regard, are outlined in paragraphs T009 below. The 35 C/5 figures which reflect this adjusted structure, are presented throughout the C/5 document under the heading “35 C/5 Approved as adjusted”.

As a reminder, Parts I-IV of the 35 C/5 Approved as adjusted were based on the salary and price level as at 31 December 2009. To move to the budget of the following biennium, the programme and staff structure of **Parts I-IV** of the 35 C/5 Approved as adjusted has to be recalculated to reflect the price level foreseen **at the beginning of the next biennium (31 December 2011)**. This exercise of revaluing the budget base of the current biennium to take into account all statutory, inflationary and other cost increases that would occur in the present 2010-2011 biennium is referred to as recosting. The recosting estimates are calculated for each item-of-expenditure and are based on an

in-depth analysis of the increases in staff costs and in goods and services that have already occurred, and also based on the most precise information available concerning the evolution of salary indices and consumer prices for the remaining period of the current biennium. Further details of the elements used to calculate the recosting estimates are outlined in paragraphs T012-T015 below, and the estimates are shown in the table following paragraph T015.

■ **Anticipated cost increases in 2012-2013**

As mentioned above, the recosted budget base (**Parts I-IV**) is estimated at the price level as at 31 December 2011 and does not take into account the cost increases that will inevitably arise during the course of the 2012-2013 biennium. Therefore, **Anticipated Cost Increases in 2012-2013** have been projected in accordance with the best information available to the Secretariat concerning salary indices and consumer prices. These estimates are shown separately under **Part V** of the budget, the use of which is subject to the prior approval by the Executive Board. It should be noted that since the **fore-mentioned recosting is a re-evaluation only of the budget base for the 35 C/5 Approved as adjusted**, there is no double-counting of statutory increases or inflation related to 2010-2011. Projections of statutory and other increases anticipated for **2012-2013** are explained in paragraphs T016-T020 below.

(iii) **Application of staff cost budget standards**

Global staff costs figures have been calculated by determining the average cost by grade of the established posts, multiplied by the number of posts under each grade. These staff cost estimates are based on the most recent scales for base salaries and related benefits published by the ICSC (International Civil Service Commission) and an analysis of actual expenditure trends observed during the current biennium, and thus take into account statutory increases in staff costs in 2010-2011. The standard costs applied to the 36 C/5 thus corresponds to the costs **foreseen as at 31 December 2011**, and do not take into account the statutory increases that may arise in the course of the 2012-2013 biennium. Such increases will be covered by **Part V** of the budget as mentioned above, subject to the prior approval by the Executive Board.

(iv) **Adjustment for staff turnover and recruitment delays**

In keeping with past practice, the calculation of overall staff costs is adjusted to take into account anticipated staff turnover and recruitment delays (i.e. “**vacancy rate**” or “**lapse factor**”). In this regard, the standard costs are reduced by a **3% vacancy rate (lapse factor)**, meaning that the staff costs as a whole are budgeted at 97% of the estimated costs. The application of the lapse factor is not modulated by category of posts.

(v) **Distribution of staff costs by main line of action**

Although the Appropriation Resolution for the 36 C/5 presents the staff costs budget for Part II.A at the Major Programme level, more detailed information is provided for **the staff cost budgets at the Main-line-of-action level** in Annex I and in the relevant chapters related to each Major Programme under Part II.A.

(vi) **Presentation of extrabudgetary resources**

Only those extrabudgetary resources that have already been received or have been firmly committed in signed donor agreements at the time of preparing the Draft 36 C/5 are included in this document. Extrabudgetary funds are shown at the level of the Main-line-of-action to which they are attached and

are summarized in the relevant chapters related to each Major Programme, as well as in Annexes I and VII. It should also be noted that income and expenditures for extrabudgetary projects are not registered at the constant dollar rate, but at the United Nations Operational Rate of Exchange.

Further, it is to be noted that as per IPSAS, the financial statements will be presented on an “accrual basis”. However, the budget reports will continue to apply a modified “cash basis”. Differences arising from this factor will also be included in reconciliation/comparison reports of the financial statements.

Comparison between the 35 C/5 and the 36 C/5 *(Budget adjustments required for comparison)*

T009 In order to allow a detailed comparison of the budgets of the current and following biennia, the staff and activity budgets of the 35 C/5 Approved have to be adjusted to reflect the proposed budget structures of the 36 C/5. The 35 C/5 figures which reflect this adjusted structure is presented throughout the C/5 document under the heading “**35 C/5 Approved as adjusted**”. In this regard, the following adjustments were made to the 35 C/5 structure and appropriation lines to derive the “35 C/5 Approved as adjusted” figures:

(i) Structural adjustments to the budget presentation

In the context of the Draft 36 C/5, structural adjustments refer to changes in the presentation of the appropriation lines due to the reorganization of the Secretariat and can include the transfer of appropriation lines from one part of the budget to another, the creation of new appropriation lines or the deletion, division or merger of existing ones. In this regard, the following structural adjustments were effected in the Draft 36 C/5 in an effort to improve the transparency and congruency of the budget structure and to ensure a more appropriate presentation of programme versus administrative functions:

(a) Governing bodies

The appropriation lines for the General Conference (GC – Part I.A) and the Executive Board (EXB – Part I.A) have been combined as a single chapter entitled Governing bodies (GBS – Part I.A), which better reflects the decision that a single Secretariat should provide services for the two Governing bodies. Nonetheless, the breakdown of the activity budgets of the General Conference and Executive Board are still presented separately in the introductory tables for Part I.A of the Draft 36 C/5.

(b) Intersectoral platforms

A new appropriation line has been created under Part II.A of the budget for Intersectoral platforms. During the preparation of the 36 C/5, the five Major Programmes identified 10% of their activity budget (excluding financial allocations to category 1 institutes) which correspond to \$10.0 million to fund the activities of the six Intersectoral platforms (IPs). The strategies and expected results for the individual platforms are articulated in a separate chapter of Part II.A.

(c) Field office implementation of decentralized programmes (BFC)

In previous C/5 documents, the appropriation lines for the bureaux/staff responsible for the coordination and implementation of field office decentralized programmes were presented in two different parts in the budget (Parts II.A and III). However, in an effort to harmonize the budget

presentation, the respective appropriation lines have been regrouped under a single chapter entitled “Field office implementation of decentralized programmes” under Part II.A of the budget. The various elements are however still shown as distinct budget lines in Annex I and in the corresponding introductory tables of Part II.A (i.e. Field Management of decentralized programmes which pertains to the posts of Directors, Heads of Offices and the staff of the Administrative units in the field; Field office operating costs; and Field coordination at Headquarters which pertains to the staff and operation costs of the Bureau of Field Coordination (BFC) at Headquarters).

(d) Organization-wide knowledge management

As outlined in paragraph T004 above, a new appropriation line has been created under Part II.B of the budget entitled “Organization-wide knowledge management” with a total budget provision of \$5.1 million to reinforce integrated management systems. This budget line comprises the posts of the Chief information officer, support staff and the staff and activity budget of the Section for Management Information Systems (MIS).

(e) External relations and public information (ERI)

In an effort to enhance the Secretariat’s visibility and cooperation with its Member States and partners, the Director-General decided to merge the Bureau of Public Information (BPI – Part II.B) with the Sector for External Relations and Cooperation (ERC – Part III) to form a coherent new body – the Sector for External Relations and Public Information (ERI) (DG/NOTE/10/34). Consequently, a new appropriation line entitled External Relations and Public Information has been created for ERI under Part II.B of the budget.

(f) Part III – Corporate services

Part III of the Draft 36 C/5, has been renamed “Corporate services”, to better reflect the essence of the services provided by its respective sectors/bureaux. Furthermore, the Draft 36 C/5 presents the appropriation lines for Human resources management (HRM), Financial Management (BFM) and Support services management at a more detailed level, which allows greater transparency and visibility of the nature of the elements funded under these budget lines.

(g) Bureau of Financial Management

In an effort to better respond to changing environments, improve the Organization’s financial management operations and reinforce good practices, the Director-General decided to merge the Bureau of the Comptroller (BOC), the major portion of the Bureau of the Budget (BB) and the Administrative Unit of the Bureau of Field Coordination (BFC) under a newly created Bureau of Financial Management (BFM) (DG/NOTE/10/31). In this regard, a new appropriation line was created under Part III of the budget for BFM entitled “Financial Management”.

(h) Part IV – Loan repayments for the renovation of the Headquarters premises and the IBE Building

In previous C/5 documents the budgets for the loan repayments for the renovation of the Headquarters premises and the IBE Building were included in the Chapters of the Sectors functionally responsible for their administration (i.e. the Sector for Administration and the former Bureau of the Comptroller (now merged within the Bureau of Financial Management), respectively)

are now regrouped in a separate appropriation line under a new Part of the budget entitled Part IV – Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building.

(i) Part V – Anticipated cost increases

With the creation of Part IV - Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building, the budget line for Anticipated Cost Increases for 2012-2013 are now presented under Part V of the budget.

(ii) Comparative transfers

Comparative transfers correspond to the transfer of staff and activity budgets between appropriation lines to align the budget base of the 35 C/5 Approved with the proposed structure of the Draft 36 C/5 in order to make the two budgets comparable. Such transfers include the activity and staff cost budgets which were shifted between appropriation lines to reflect organizational restructuring (e.g. the merger or dissolution of sectors/bureaux as mentioned above), and the cost of posts that have been transferred from one sector or bureau to another.

The comparative transfers made to the 35 C/5 Approved for the purpose of making it comparable with the Draft 36 C/5 are listed in the following section and are summarized in Table 2 below:

	Activity Costs	Staff Costs
	\$	\$
(a) The Transfer of the Division of Cooperation with Extrabudgetary Funding Sources (CFS) from the Sector for External Relations and Cooperation (ERC – Part III), to the Bureau of Strategic Planning (BSP – Part II.B) in line with the Director-General’s effort to further enhance the coherence and alignment of the expected results of extrabudgetary resources with those of the regular programme:	439 400	740 200
(b) The transfer of the Division of Gender Equality from the Bureau of Strategic Planning (BSP – Part II.B) to a separate appropriation line within Part II.B, which reports directly to the Office of the Director-General. This transfer reflects the Director-General’s efforts to: strengthen the delivery of UNESCO’s Global Priority for Gender Equality; enhance its impact, effectiveness, and visibility; and increase its centrality within the Organization:	166 000	1 071 800
(c) The merger of the Bureau of the Comptroller (BOC – Part III), the major portion of the Bureau of the Budget (BB - Part II.B) and the Administrative Unit of the Bureau of Field Coordination (BFC – Part III) under the new Bureau of Financial Management (BFM – Part III) as part of the Director-General’s streamlining initiatives:		
From:		
BOC:	1 199 400	9 107 400
BB (except the Director, Deputy Director and Section for Central Analysis and Planning):	457 700	2 937 200
BFC (Administrative Unit)	–	561 700

	Activity Costs	Staff Costs
	\$	\$
(d) The transfer of the posts of the Director and the Deputy Director and the Section for Central Analysis and Planning from the Bureau of the Budget (BB – Part II.B) to the Bureau of Strategic Planning (BSP – Part II.B), in line with the Director-General’s decision to inter alia strengthen the Bureau of Strategic Planning (BSP) and entrust it with the preparation of the entire C5 document:	50 000	1 367 700
(e) The merger of the Bureau of Public Information (BPI – Part II.B) with the Sector for External Relations and Cooperation (ERC – Part III), under the new Sector for External Relations and Public Information (ERI – Part II.B). This merger reflects the Director-General’s decision to enhance the Secretariat’s efforts to promote UNESCO’s visibility within its Member States and with its partners: From: ERC:	2 637 300	13 363 100
BPI:	2 083 700	11 633 700
(f) The transfer of the Section for Management Information Systems (MIS) from the Sector for Administration (ADM – Part III) and the budget provision for the System to Enhance Personnel Services (STEPS) from the Bureau of Human Resources Management (HRM – Part III) to the newly established appropriation line for Organization-wide knowledge management (Part II.B), as a concrete effort to reinforce the provision for integrated management systems: From: ADM:	2 084 000	2 604 300
HRM:	100 000	–
(g) The transfer of the provisions for the Amortization of the Belmont Renovation Plan loan repayment and of the UNESCO International Bureau of Education (IBE) building loan from the Sector for Administration (ADM – Part III) and the former Bureau of the Comptroller (BOC – Part III) respectively, to the newly created appropriation line under Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building From: ADM:	13 784 000	–
BOC:	230 000	–
(h) Various transfers of posts at the same grade in accordance with the rationalization of the organizational structure.		

Table 2 – Summary of the Comparative transfers made to 35 C/5 Approved

in thousand of US \$

Principal appropriation line	Net transfers to / (from)		
	Activity Costs	Staff Costs	TOTAL
	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION			
A. Governing bodies	-	-	-
B. Direction	-	813	813
C. Participation in the Joint Machinery of the United Nations System	-	-	-
TOTAL, PART I	-	813	813
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES			
A. Programmes			
I Education	-	(235)	(235)
II Natural sciences	-	(195)	(195)
III Social and human sciences	-	228	228
IV Culture	-	(882)	(882)
V Communication and information	-	-	-
UNESCO Institute for Statistics	-	-	-
Intersectoral platforms	-	-	-
Field office implementation of decentralized programmes	-	(620)	(620)
Total, Part II.A	-	(1 703)	(1 703)
B. Programme-related services			
1. Coordination and monitoring of action to benefit Africa	-	-	-
2. Coordination and monitoring of action to benefit Gender Equality	166	1 307	1 473
3. Strategic planning, programme monitoring and budget preparation	323	1 517	1 841
4. Organization-wide knowledge management	2 184	2 604	4 788
5. External relations and public information	4 721	24 997	29 718
Public information	(2 084)	(11 588)	(13 672)
Budget preparation and monitoring	(508)	(4 332)	(4 840)
Total, Part II.B	4 803	14 505	19 308
C. Participation Programme and Fellowships			
1. Participation Programme	-	164	164
2. Fellowships Programme	-	-	-
Total, Part II.C	-	164	164
TOTAL, PART II	4 803	12 965	17 768
PART III – CORPORATE SERVICES			
A. Human resources management	(100)	46	(54)
B. Financial Management	1 657	12 713	14 370
C. Support services management	(15 868)	(2 839)	(18 707)
External relations and cooperation	(3 077)	(14 590)	(17 667)
Accounting, treasury management and financial control	(1 429)	(9 107)	(10 537)
TOTAL, PART III	(18 817)	(13 778)	(32 595)
TOTAL, PARTS I-III	(14 014)	-	(14 014)
Reserve for reclassifications/merit-based promotions	-	-	-
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 014	-	14 014
PART V – ANTICIPATED COST INCREASES	-	-	-
TOTAL, PARTS I-V	-	-	-

Totals may not sum exactly due to rounding.

T010 Once a comparable basis (35 C/5 Approved as adjusted) has been established, the differences between this basis and the Draft 36 C/5 can be analysed appropriation line by appropriation line. Generally such differences can be categorized as either cost increases arising from inflation and statutory increases or real increases/decreases in resources. The following section outlines the methodology used to determine the cost increases which, at the total level, were estimated at \$32.7 million for establishing the Draft 36 C/5.

Treatment of statutory and other cost increases for the Draft 36 C/5 *(Recosting and provision for Anticipated Cost Increases)*

T011 In accordance with 35 C/Resolution 105 which invited the Director-General to apply the same budgeting techniques in the preparation of the 36 C/5 as those applied for the 35 C/5, the following approach has been taken in establishing the Draft 36 C/5 budget, with regards to “recosting” and “anticipated cost increases”.

Recosting (for Parts I-IV)

T012 Various elements have been analyzed and taken into account in the “**recosting**” exercise in order to calculate the increases that have already occurred or are expected to occur in the current biennium (2010-2011). With respect to **staff costs** these elements include:

- (i) estimates of the average “within-grade step” of staff members, for each grade, foreseen by the end of the present biennium;
- (ii) the latest scale of base salaries (effective January 2010 for the Professional category and above, October 2010 for the General Service category at Headquarters, and the latest salary scales for each duty station for the local (L) and national professional officers (NPO) categories published by ICSC);
- (iii) the latest scale of pensionable remuneration (effective September 2010 for the Professional category and above and October 2009 for the General Service category) for the purpose of estimating the Organization’s contribution to the United Nations Joint Staff Pension Fund;
- (iv) recent trends in the Organization’s contribution to the Medical Benefit Fund as per the existing contribution mechanism;
- (v) post adjustment classifications for Professional staff at Headquarters and at field duty stations according to an analysis of the most up-to-date indices available as at May 2010;
- (vi) other allowances: family allowance, education grant, assignment grant, housing subsidy, mobility/hardship allowance, statutory travel, staff-related security costs, etc., based on expenditure patterns of recent years for each category of staff; and
- (vii) any other reliable information on the future statutory increases foreseen to come into effect by the end of the present biennium with regard to the base salary scale, post adjustment indices, pensionable remuneration scales and other staff entitlements.

T013 Price increases for **goods and services** have been estimated on the basis of information obtained from the following sources:

- (i) economic and statistical indicators published by the National Institute of Statistic and Economic Studies (INSEE France), and the International Monetary Fund (IMF) “World Economic Outlook”.
- (ii) the most precise information available within the Secretariat concerning the evolution of prices and cost increases that have impacted and are expected to affect the Organization;
- (iii) invoices received, expenditure trends and other concrete factors available to determine the budget adjustments of a technical nature for the following main items totaling \$4.1 million:

	(US \$ millions)
Contribution to the Medical Benefits Fund for Associate Participants	1.7
Field Security Costs	2.9
Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	(0.5)

T014 Based on these elements, the global recosting requirement for the Draft 36 C/5 for Parts I-IV of the budget amounts to approximately \$28.4 million, which translates into an annual rate of increase of 2.2%.

T015 **Table 3** summarizes the **recosting** requirements for 2010-2011, **by item of expenditure**.

**Table 3 – Recosting and Technical Adjustments
cost increases for the Draft 36 C/5 (\$685.7M)**

in thousand of US \$

Item of expenditure	35 C/5 Approved as adjusted	Recosting (inflation and statutory increases)			Average annual percentage of recosting	35 C/5 recosted	36 C/5 increase/ (decrease) in real terms	36 C/5 Proposed
		Recosting	Technical adjustments ⁽¹⁾	Total				
	\$	\$	\$	\$	%	\$	\$	\$
Parts I-III								
(a) Staff salaries and allowances⁽²⁾								
Net remuneration (Base salaries and post adjustment)	275 838	14 212	–	14 212	2.5	290 051	(462)	289 589
Contribution to the Pension Fund	60 185	1 029	–	1 029	0.9	61 214	(46)	61 169
Contribution to the Medical Benefits Fund	9 651	847	–	847	4.3	10 498	(12)	10 487
Other allowances : (family allowance, mobility and hardship allowance, assignment grant, education grant, language allowance, home leave, field security, etc.)	40 772	1 392	–	1 392	1.7	42 164	(251)	41 913
Reserve for reclassifications/merit-based promotions	2 000	–	–	–	–	2 000	–	2 000
Total, Staff costs	388 447	17 480	–	17 480	2.2	405 927	(770)	405 157
(b) Goods and services								
Personnel services other than staff	29 718	1 451	–	1 451	2.4	31 169	2 741	33 909
Official travel	32 002	1 493	–	1 493	2.3	33 495	(1 508)	31 987
Contractual services	51 827	1 502	1 520	3 022	2.9	54 848	(5 329)	49 520
General operating expenses	37 325	772	–	772	1.0	38 097	(1 195)	36 902
Supplies and materials	5 676	323	–	323	2.8	5 999	(2 071)	3 929
Acquisition of furniture and equipment	8 500	(423)	550	127	0.7	8 627	(36)	8 591
Acquisition and improvement of premises	1 584	3	700	703	20.2	2 287	(48)	2 239
Financial allocations/Fellowships/Contributions (including contributions to the Joint Machinery of the United Nations System)	45 309	890	1 258	2 148	2.3	47 456	691	48 147
Contracts with NGOs (framework agreements)	1 450	40	–	40	1.4	1 489	(1 079)	410
Other expenditure	7 449	217	75	292	1.9	7 741	10 568	18 309
Subtotal, Goods and services	220 839	6 268	4 103	10 370	2.3	231 209	2 735	233 944
(c) Participation Programme (PP)	19 050	519	–	519	1.4	19 569	(446)	19 123
Total, Goods and services & PP, (b) + (c)	239 889	6 787	4 103	10 890	2.2	250 778	2 289	253 067
Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building								
	14 014	–	–	–	–	14 014	–	14 014
Total Parts I-IV	642 350	24 267	4 103	28 370	2.2	670 719	1 518	672 238
Part V – Anticipated cost increases								
	10 650	–	4 330	4 330	n/a	14 981	(1 518)	13 462
TOTAL	653 000	24 267	8 433	32 700	2.5	685 700	–	685 700

1. The main technical adjustment items proposed in the Draft 36 C/5 are the following:

	(in thousand of US\$)
Contribution to the Medical Benefits Fund for Associate Participants	1 685
Field Security Costs	2 870
Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	(528)
Insurance Premiums	75
Total, Technical Adjustments	4 103

2. Staff salaries and allowances for personnel can also be broken down into Headquarters, Field and Reserve for reclassifications, as follows:

Item of expenditure	35 C/5 Approved as adjusted	Recosting (inflation and statutory increases)			Average annual percentage of recosting	35 C/5 recosted	36 C/5 increase/ (decrease) in real terms	36 C/5 Proposed
		Recosting	Technical adjustments ⁽¹⁾	Total				
	\$	\$	\$	\$	%	\$	\$	\$
Personnel costs:								
Headquarters	257 815	12 691	–	12 691	2.4	270 505	(2 505)	268 000
Field	128 633	4 789	–	4 789	1.8	133 422	1 735	135 157
Reserve for reclassifications and merit based promotions	2 000	–	–	–	–	2 000	–	2 000
Total, Staff costs	388 447	17 480	–	17 480	2.2	405 927	(770)	405 157

Totals may not sum exactly due to rounding.

Anticipated cost increases for 2012-2013 (Part V)

- T016** The cost increases related to statutory and other factors which are expected to occur during the course of the 2012-2013 biennium are shown separately under Part V of the budget, the use of which is subject to the prior approval by Executive Board.
- T017** When preparing the Draft 36 C/5, the Part V provision was fixed at \$13.5 million, i.e. approximately \$1.5 million less than the theoretical estimate, in order to strengthen as much as possible the programme areas, with an intention to absorb as much inflation costs as possible that would arise in 2012-2013.
- T018** Although there are different ways of presenting anticipated cost increases in the budget, the Secretariat considered that as explained in the following paragraph, regrouping these costs under a separate and distinct appropriation line (i.e. Part V in the 36 C/5) is the most transparent approach, especially since the Executive Board monitors and approves the use of these funds.
- T019** As per the request of the Executive Board (175 EX/Decision 21), the Secretariat presented in document 34 C/5 Draft (paragraphs T009-T019) an analysis of the rationale for maintaining the methodology concerning Anticipated Cost Increases and outlined the practices of other United Nations organizations in this regard. In summary, the analysis outlined that UNESCO's practice of establishing a separate budget line for anticipated cost increases was an appropriate approach for several reasons: (i) it protects the organization's programme budget from being redeployed to finance statutory and inflation costs; (ii) it fixes the level of the total budget requirement, thus the level of assessed contribution, from the outset of the biennium; (iii) it gives a transparent distinction within each budget line between the base budget amount and the actual cost increases materialized; (iv) it enables the organization to make the most rational use of the funds in accordance with the actual trends of cost increases analysed during the biennium; and (v) the Executive Board maintains control over the financing of cost increases by examining the contents of the cost increases and approving the usage of Part V every six months. Based on this analysis, the **General Conference approved the continued use of the methodology for the treatment of anticipated cost increases under a separate appropriation line at its 34th session when adopting the 34 C/5, and the methodology was further approved in the 35 C/5.**
- T020** Table 4 provides a breakdown of the Anticipated Cost Increases for 2012-2013 by item of expenditure.

Table 4 – Anticipated cost increases for 2012-2013 (Part V)

in thousand of US \$

Item of expenditure	2012-2013 proposals Parts I-IV	Anticipated cost increases in 2012-2013			
		HQ	Field	Total	
		\$	\$	\$	%
(a) Staff salaries and allowances					
Net remuneration	289 589	5 517	2 041	7 558	2.6
Contribution to the Pension Fund	61 169	1 032	423	1 455	2.4
Contribution to the Medical Benefits Fund	10 487	191	79	270	2.6
Other allowances : (family allowance, mobility and hardship allowance, assignment grant, education grant, language allowance, home leave, field security, etc.)	41 913	381	448	829	2.0
Reserve for reclassifications/merit-based promotions	2 000	–	–	–	–
Subtotal, Staff Costs	405 157	7 121	2 991	10 112	2.5
(b) Goods and services – Overall					
	267 081	2 102	1 249	3 351	1.3
GRAND TOTAL	672 238	9 222	4 240	13 462	2.0

Totals may not sum exactly due to rounding.

T021 Based on the budget construction process described above, the overall comparison between the 35 C/5 Approved as adjusted and the Draft 36 C/5 is recapitulated by **main appropriation line** in **Table 5** below.

Table 5 – Recosting and Real Reinforcements/(Reductions) in Resources by Main Appropriation Lines

in thousand of US \$

Principal appropriation line	35 C/5 Approved as adjusted	Recosting (inflation, statutory increases & technical adjustments)	36 C/5 Increase / (Decrease) in real terms	36 C/5 before contributions to Intersectoral Platforms	Contribution to Intersectoral Platforms ⁽¹⁾	Total 36 C/5 Proposed
	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION						
A. Governing bodies	13 305	435	1	13 741	–	13 741
B. Direction	21 169	1 021	(349)	21 841	–	21 841
C. Participation in the Joint Machinery of the United Nations System	10 965	2 392	(25)	13 332	–	13 332
TOTAL, PART I	45 440	3 848	(374)	48 914	–	48 914
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES						
A. Programmes						
I Education	118 301	4 537	1 501	124 340	(4 004)	120 336
II Natural sciences	58 879	2 414	1 735	63 028	(1 714)	61 314
III Social and human sciences	29 882	1 250	500	31 632	(1 064)	30 568
IV Culture	52 868	2 205	1 800	56 874	(1 874)	54 999
V Communication and information	33 158	1 492	500	35 150	(1 391)	33 759
UNESCO Institute for Statistics	9 129	241	–	9 369	–	9 369
Intersectoral platforms	–	–	–	–	10 047	10 047
Field office implementation of decentralized programmes	80 128	2 547	(1)	82 673	–	82 673
Total, Part II.A	382 345	14 686	6 035	403 066	–	403 066
B. Programme-related services						
1. Coordination and monitoring of action to benefit Africa	4 676	199	397	5 273	–	5 273
2. Coordination and monitoring of action to benefit Gender Equality	1 473	72	854	2 398	–	2 398
3. Strategic planning, programme monitoring and budget preparation	9 621	445	(626)	9 440	–	9 440
4. Organization-wide knowledge management	4 788	192	117	5 098	–	5 098
5. External relations and public information	29 718	1 334	(581)	30 471	–	30 471
Total, Part II.B	50 276	2 243	162	52 680	–	52 680
C. Participation Programme and Fellowships						
1. Participation Programme	20 144	579	(465)	20 259	–	20 259
2. Fellowships Programme	1 861	72	(38)	1 895	–	1 895
Total, II.C	22 005	652	(503)	(22 154)	–	22 154
TOTAL, PART II	454 625	17 580	5 694	477 900	–	477 900
PART III – CORPORATE SERVICES						
A. Human resources management	32 680	2 784	(824)	34 640	–	34 640
B. Financial Management	14 370	738	(295)	14 812	–	14 812
C. Support services management	79 221	3 419	(2 683)	79 958	–	79 958
TOTAL, PART III	126 271	6 941	(3 802)	129 410	–	129 410
TOTAL, PARTS I-III	626 336	28 370	1 518	656 224	–	656 224
Reserve for reclassifications / merit-based promotions	2 000	–	–	2 000	–	2 000
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES AND THE IBE BUILDING						
	14 014	–	–	14 014	–	14 014
PART V – ANTICIPATED COST INCREASES						
	10 650	4 330	(1 518)	13 462	–	13 462
GRAND TOTAL	653 000	32 700	–	685 700	–	685 700

1 Intersectoral Platforms

During the preparation of the 36 C/5, the 5 Major Programmes identified and assigned approximately 10% of their activity budget (excluding category 1 institutes) for the Intersectoral Platforms (IPs) listed below:

- Promotion of a culture of peace and non-violence
- UNESCO's contribution to climate change mitigation and adaptation
- UNESCO's contribution to the fight against HIV and AIDS
- UNESCO's support to countries in post-conflict and post-disaster situations
- UNESCO's contribution to the Mauritius Strategy for the further implementation of the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS)
- Priority Africa and its implementation by UNESCO

Totals may not sum exactly due to rounding.

Annexes

Annex I – Budget summary by main line of action of regular and extrabudgetary resources

PART	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	Total 36 C/5 Proposed	
	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies	11 198 600	2 542 400	13 741 000	–
B. Direction				
1. Directorate	605 900	2 949 700	3 555 600	700 000
2. Executive Office of the Director-General	555 700	6 648 400	7 204 100	1 035 800
3. Internal Oversight	912 700	5 294 300	6 207 000	736 000
4. International Standards and Legal Affairs	102 900	3 894 100	3 997 000	–
5. Ethics Office	128 200	748 900	877 100	–
Total, I,B	2 305 400	19 535 400	21 840 800	2 471 800
C. Participation in the Joint Machinery of the United Nations System	13 332 400	–	13 332 400	–
TOTAL, PART I	26 836 400	22 077 800	48 914 200	2 471 800
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
I EDUCATION				
I.1 Accelerating progress towards EFA, in particular at the country level, including through information and communication technologies (ICTs)	20 087 000	34 762 300	54 849 300	41 993 400
I.2 Building effective and inclusive education systems	6 580 000	11 865 100	18 445 100	37 967 900
I.3 Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	4 310 000	10 128 600	14 438 600	31 138 800
I.4 Reinforcing leadership for EFA through advocacy, partnerships and monitoring	5 057 800	8 644 900	13 702 700	6 448 400
Total, I	36 034 800	65 400 900	101 435 700	117 548 500
UNESCO education institutes				
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>				
UNESCO International Bureau of Education (IBE)	5 000 000	–	5 000 000	–
UNESCO International Institute for Educational Planning (IIEP)	5 500 000	–	5 500 000	–
UNESCO Institute for Lifelong Learning (UIL)	2 100 000	–	2 100 000	–
UNESCO Institute for Information Technologies in Education (IITE)	1 000 000	–	1 000 000	–
UNESCO International Institute for Capacity-Building in Africa (IICBA)	2 600 000	–	2 600 000	–
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 200 000	–	2 200 000	–
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) ⁽²⁾	500 000	–	500 000	–
Total, UNESCO education institutes	18 900 000	–	18 900 000	–
TOTAL, MAJOR PROGRAMME I	54 934 800	65 400 900	120 335 700	117 548 500
II NATURAL SCIENCES				
II.1 Promoting STI policies and access to knowledge	2 116 100	5 266 500	7 382 600	8 378 600
II.2 Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy	2 286 000	6 218 300	8 504 300	2 118 700
II.3 Mobilizing broad-based participation in STI	885 500	2 304 800	3 190 300	11 301 600
II.4 UNESCO Intergovernmental Oceanographic Commission (IOC): Strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States	3 654 500	7 112 600	10 767 100	13 985 700

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

⁽²⁾ In anticipation of the formal establishment of the MGIEP, and in keeping with the spirit of 35 C/Resolution 16, Major Programme I includes a provision of \$500,000 for MGIEP within its total activity cost budget.

PART	Regular Budget			Extrabudgetary Resources ⁽¹⁾	
	Activities	Staff	Total 36 C/5 Proposed		
	\$	\$	\$	\$	
II.5	Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)	5 924 600	7 334 000	13 258 600	8 043 900
II.6	Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)	3 265 500	10 908 300	14 173 800	5 403 500
II.7	Natural disaster risk reduction and mitigation	947 700	2 074 800	3 022 500	724 600
	Total, II	19 079 900	41 219 300	60 299 200	49 956 600
UNESCO science institutes					
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>					
	UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	85 000 000
	The International Centre for Theoretical Physics (ICTP)	1 015 000	–	1 015 000	69 198 300
	Total, UNESCO science institutes	1 015 000	–	1 015 000	154 198 300
	TOTAL, MAJOR PROGRAMME II	20 094 900	41 219 300	61 314 200	204 154 900
III SOCIAL AND HUMAN SCIENCES					
III.1	Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics	2 729 900	5 175 000	7 904 900	92 500
III.2	Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth	3 604 100	8 986 600	12 590 700	70 837 200
III.3	Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities	3 244 800	6 827 200	10 072 000	977 200
	TOTAL, MAJOR PROGRAMME III	9 578 800	20 988 800	30 567 600	71 906 900
IV CULTURE					
IV.1	Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention	4 418 500	12 375 300	16 793 800	28 344 000
IV.2	Enhancing the protection of cultural property and fighting against its illicit traffic through the effective implementation of the 1954, 1970 and 2001 Conventions	1 604 200	3 486 100	5 090 300	994 900
IV.3	Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention	3 839 600	6 814 100	10 653 700	3 788 600
IV.4	Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention	2 389 000	4 328 700	6 717 700	2 426 300
IV.5	Promoting the role of culture in development at the global, regional and national levels	3 295 000	7 545 300	10 840 300	4 566 200
IV.6	Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence	1 322 300	3 581 200	4 903 500	2 461 000
	TOTAL, MAJOR PROGRAMME IV	16 868 600	38 130 700	54 999 300	42 581 000
V COMMUNICATION AND INFORMATION					
V.1	Promoting an enabling environment for freedom of expression to foster development, democracy, and dialogue for a culture of peace and non-violence	4 168 300	6 563 300	10 731 600	9 975 100
V.2	Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development	4 171 000	6 821 400	10 992 400	10 826 200
V.3	Empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage	4 177 000	7 858 300	12 035 300	54 186 900
	TOTAL, MAJOR PROGRAMME V	12 516 300	21 243 000	33 759 300	74 988 200
	UNESCO Institute for Statistics	9 369 200	–	9 369 200	–
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>					
	Intersectoral Platforms	10 047 100	–	10 047 100	–

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

PART	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	Total 36 C/5 Proposed	
	\$	\$	\$	\$
Field office implementation of decentralized programmes				
– Field Management of decentralized programmes	–	58 270 800	58 270 800	423 800
– Field office operating costs	20 725 500	–	20 725 500	1 123 800
– Field coordination at Headquarters	309 200	3 367 800	3 677 000	228 600
Total, Field office implementation of decentralized programmes	21 034 700	61 638 600	82 673 300	1 776 200
Total, II.A	154 444 400	248 621 300	403 065 700	512 955 700
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa	1 437 100	3 835 400	5 272 500	–
2. Coordination and monitoring of action to benefit Gender Equality	664 000	1 734 400	2 398 400	–
3. Strategic planning, programme monitoring and budget preparation	1 726 600	7 713 500	9 440 100	6 235 700
4. Organization-wide knowledge management	1 752 300	3 345 600	5 097 900	2 040 800
5. External relations and public information	4 493 300	25 977 600	30 470 900	1 483 900
Total, II.B	10 073 300	42 606 500	52 679 800	9 760 400
C. Participation Programme and Fellowships				
1. Participation Programme	19 123 100	1 135 900	20 259 000	–
2. Fellowships programme	1 182 000	713 000	1 895 000	1 566 500
Total, II.C	20 305 100	1 848 900	22 154 000	1 566 500
TOTAL, PART II	184 822 800	293 076 700	477 899 500	524 282 600
PART III – CORPORATE SERVICES				
A. Human resources management				
1. Human resources management	5 238 100	16 841 900	22 080 000	443 000
2. Corporate wide training and development of staff	4 760 000	–	4 760 000	–
3. Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	7 800 000	–	7 800 000	–
Total, III.A	17 798 100	16 841 900	34 640 000	443 000
B. Financial Management				
1. Financial Management	1 232 400	12 705 000	13 937 400	2 923 400
2. Corporate wide insurance premiums	875 000	–	875 000	–
Total, III.B	2 107 400	12 705 000	14 812 400	2 923 400
C. Support services management				
1. Coordination, Procurement, IT infrastructure and Communications				
– Coordination, support, monitoring and evaluation	218 600	3 339 700	3 558 300	188 000
– Procurement	90 400	2 637 400	2 727 800	375 000
– Information systems and telecommunications	4 219 100	12 409 500	16 628 600	815 200
Total, III.C.1	4 528 100	18 386 600	22 914 700	1 378 200
2. Conferences, Languages and Documents services				
– Conferences, languages and documents	1 394 300	22 268 300	23 662 600	3 576 100
3. Facilities Management including Headquarters security and utilities				
– Common services, security, utilities and management of premises and equipment	10 290 300	17 800 500	28 090 800	4 432 000
– Maintenance, conservation and renovation of Headquarters premises	5 289 400	–	5 289 400	–
Total, III.C.3	15 579 700	17 800 500	33 380 200	4 432 000
Total, III.C	21 502 100	58 455 400	79 957 500	9 386 300
TOTAL, PART III	41 407 600	88 002 300	129 409 900	12 752 700
TOTAL, PARTS I–III	253 066 800	403 156 800	656 223 600	539 507 100
Reserve for reclassifications / merit-based promotions	–	2 000 000	2 000 000	–
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 014 000	–	14 014 000	–
PART V – ANTICIPATED COST INCREASES	3 350 600	10 111 800	13 462 400	–
TOTAL, PARTS I–V	270 431 400	415 268 600	685 700 000	539 507 100

⁽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: comparison between 2010-2011 and 2012-2013

Sector/Unit	Posts in the professional category and above (Headquarters and Field)											Total	General service posts	Local posts	TOTAL	
	DG	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-1/P-2	NPO						
PART I – GENERAL POLICY AND DIRECTION																
A. Governing bodies	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	1	2	-	-	3	-	7	5	-	12
	2012-2013	36 C/5 Proposed	-	-	-	1	-	2	-	-	1	-	4	7	-	11
B. Direction	2010-2011	35 C/5 Approved as adjusted	1	1	-	3	3	10	12	12	12	-	54	26	-	80
	2012-2013	36 C/5 Proposed	1	1	-	4	1	11	11	11	13	-	53	25	-	78
TOTAL, PART I		35 C/5 Approved as adjusted	1	1	-	4	4	12	12	12	15	-	61	31	-	92
		36 C/5 Proposed	1	1	-	5	1	13	11	11	14	-	57	32	-	89
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
Education Sector (ED)	2010-2011	35 C/5 Approved as adjusted	-	-	1	2	6	27	58	55	21	29	199	53	4	256
	2012-2013	36 C/5 Proposed	-	-	1	1	6	29	63	52	15	35	202	52	4	258
Natural Sciences Sector (SC)	2010-2011	35 C/5 Approved as adjusted	-	-	2	1	4	24	25	29	16	11	112	54	-	166
	2012-2013	36 C/5 Proposed	-	-	2	1	4	25	27	30	16	13	118	52	-	170
<i>(of which IOC)</i>	2010-2011	35 C/5 Approved as adjusted	-	-	1	-	1	4	6	1	1	1	15	11	-	26
	2012-2013	36 C/5 Proposed	-	-	1	-	1	4	8	2	1	1	18	10	-	28
Social and Human Sciences Sector (SHS)	2010-2011	35 C/5 Approved as adjusted	-	-	1	1	2	10	16	15	13	5	63	23	-	86
	2012-2013	36 C/5 Proposed	-	-	1	1	2	10	17	14	13	5	63	21	-	84

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					
Culture Sector (CLT)	2010-2011	35 C/5 Approved as adjusted	-	-	1	1	4	8	23	43	21	12	113	47	1	161
	2012-2013	36 C/5 Proposed	-	-	1	1	4	9	31	37	19	14	116	46	1	163
<i>(of which WHC)</i>	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	2	-	6	10	3	-	22	15	-	37
	2012-2013	36 C/5 Proposed	-	-	-	1	2	1	8	9	2	-	23	14	-	37
Communication and Information Sector (CI)	2010-2011	35 C/5 Approved as adjusted	-	-	1	1	2	8	17	16	6	13	64	25	-	89
	2012-2013	36 C/5 Proposed	-	-	1	1	1	6	20	17	5	14	65	25	-	90
Field office implementation of decentralized programmes (BFC)	2010-2011	35 C/5 Approved as adjusted	-	-	-	7	34	17	6	12	30	10	116	4	308	428
	2012-2013	36 C/5 Proposed	-	-	-	7	34	19	7	11	28	11	117	4	297	418
B. Programme-related services																
Coordination and monitoring of action to benefit Africa (AFR)	2010-2011	35 C/5 Approved as adjusted	-	-	1	-	1	1	2	2	2	1	10	6	-	16
	2012-2013	36 C/5 Proposed	-	-	1	-	1	1	2	2	2	1	10	6	-	16
Coordination and monitoring of action to benefit Gender Equality (GE)	2010-2011	35 C/5 Approved as adjusted	-	-	-	-	1	-	2	1	-	-	4	1	-	5
	2012-2013	36 C/5 Proposed	-	-	-	-	1	1	2	1	-	-	5	1	-	6
Strategic planning, programme monitoring and budget preparation (BSP)	2010-2011	35 C/5 Approved as adjusted	-	-	1	1	3	5	4	3	5	-	22	11	-	33
	2012-2013	36 C/5 Proposed	-	-	1	1	2	5	4	5	2	-	20	9	-	29
Organization-wide knowledge management	2010-2011	35 C/5 Approved as adjusted	-	-	-	-	-	-	1	6	4	-	11	1	-	12
	2012-2013	36 C/5 Proposed	-	-	-	1	-	-	1	6	4	-	12	2	-	14
External Relations and Public Information (ERI)	2010-2011	35 C/5 Approved as adjusted	-	-	1	2	1	11	15	21	8	-	59	61	-	120
	2012-2013	36 C/5 Proposed	-	-	1	-	3	12	14	20	11	-	61	57	-	118

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					
C. Participation Programme and Fellowships																
Participation Programme (PP)	2010-2011	35 C/5 Approved as adjusted	-	-	-	-	-	1	-	-	1	-	2	4	-	6
	2012-2013	36 C/5 Proposed	-	-	-	-	-	1	-	-	1	-	2	4	-	6
Fellowships Programme (FEL)	2010-2011	35 C/5 Approved as adjusted	-	-	-	-	-	-	-	-	-	-	-	5	-	5
	2012-2013	36 C/5 Proposed	-	-	-	-	-	-	-	-	-	-	-	5	-	5
TOTAL, PART II		35 C/5 Approved as adjusted	-	-	9	16	58	112	169	203	127	81	775	295	313	1 383
		36 C/5 Proposed	-	-	9	14	58	118	188	195	116	93	791	284	302	1 377
PART III – CORPORATE SERVICES																
A. Human resources management (HRM)																
A. Human resources management (HRM)	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	1	6	8	12	9	-	37	50	-	87
	2012-2013	36 C/5 Proposed	-	-	-	1	1	5	7	15	9	-	38	46	-	84
B. Financial Management (BFM)																
B. Financial Management (BFM)	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	1	4	7	10	11	-	34	27	-	61
	2012-2013	36 C/5 Proposed	-	-	-	1	1	3	5	13	9	-	32	27	-	59
C. Support services management (ADM)																
C. Support services management (ADM)	2010-2011	35 C/5 Approved as adjusted	-	-	1	-	4	17	26	28	14	-	90	242	-	332
	2012-2013	36 C/5 Proposed	-	-	1	-	4	16	27	29	15	-	92	234	-	326
TOTAL, PART III		35 C/5 Approved as adjusted	-	-	1	2	6	27	41	50	34	-	161	319	-	480
		36 C/5 Proposed	-	-	1	2	6	24	39	57	33	-	162	307	-	469
GRAND TOTAL, PARTS I-III		35 C/5 Approved as adjusted	1	1	10	22	68	151	222	265	176	81	997	645	313	1 955
		36 C/5 Proposed	1	1	10	21	65	155	238	263	163	93	1 010	623	302	1 935

Annex III – Summary of established posts for 2012-2013: Regular and extrabudgetary programmes

	DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL		
							Posts	Cost	
								\$	
PART I – GENERAL POLICY AND DIRECTION									
A. Governing bodies <i>(including: General Conference and the Executive Board)</i>	REGULAR PROGRAMME:								
	Headquarters	-	-	-	1	3	7	11	2 542 400
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	1	3	7	11	2 542 400
	EXTRABUDGETARY	-	-	-	-	-	-	-	-
B. Direction <i>(including: Directorate, Executive Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Office)</i>	REGULAR PROGRAMME:								
	Headquarters	1	1	-	5	46	25	78	19 535 400
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	1	1	-	5	46	25	78	19 535 400
	EXTRABUDGETARY	-	-	-	-	7	-	7	2 464 400
TOTAL, PART I	REGULAR PROGRAMME:								
	Headquarters	1	1	-	6	49	32	89	22 077 800
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	1	1	-	6	49	32	89	22 077 800
	EXTRABUDGETARY	-	-	-	-	7	-	7	2 464 400
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES									
A. Programmes									
Education Sector (ED)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	6	72	52	131	30 834 400
	Field	-	-	-	1	122	4	127	34 566 500
	36 C/5 Proposed	-	-	1	7	194	56	258	65 400 900
	EXTRABUDGETARY	-	-	-	-	3	-	3	922 500
Natural Sciences Sector (SC)	REGULAR PROGRAMME:								
	Headquarters	-	-	2	5	58	52	117	26 667 300
	Field	-	-	-	-	53	-	53	14 552 000
	36 C/5 Proposed	-	-	2	5	111	52	170	41 219 300
	<i>(of which IOC)</i>								
	Headquarters	-	-	1	1	11	10	23	5 579 500
	Field	-	-	-	-	5	-	5	1 533 100
	36 C/5 Proposed	-	-	1	1	16	10	28	7 112 600
	EXTRABUDGETARY	-	-	-	-	3	-	3	922 400
	<i>(of which IOC)</i>	-	-	-	-	-	-	-	-
Social and Human Sciences Sector (SHS)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	3	36	21	61	14 531 600
	Field	-	-	-	-	23	-	23	6 457 200
	36 C/5 Proposed	-	-	1	3	59	21	84	20 988 800
	EXTRABUDGETARY	-	-	-	-	2	-	2	569 600

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
								\$	
Culture Sector (CLT)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	5	66	46	118	26 887 400
	Field	-	-	-	-	44	1	45	11 243 300
	36 C/5 Proposed	-	-	1	5	110	47	163	38 130 700
	<i>(of which WHC)</i>								
	Headquarters	-	-	-	3	20	14	37	8 672 800
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	3	20	14	37	8 672 800
	EXTRABUDGETARY	-	-	-	-	10	-	10	2 961 800
	<i>(of which WHC)</i>	-	-	-	-	3	-	3	841 400
Communication and Information Sector (CI)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	2	29	25	57	13 144 500
	Field	-	-	-	-	33	-	33	8 098 500
	36 C/5 Proposed	-	-	1	2	62	25	90	21 243 000
	EXTRABUDGETARY	-	-	-	-	4	2	6	1 184 000
Field office implementation of decentralized programmes (BFC)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	2	7	4	13	3 367 800
	Field	-	-	-	39	69	297	405	58 270 800
	36 C/5 Proposed	-	-	-	41	76	301	418	61 638 600
	EXTRABUDGETARY	-	-	-	-	3	-	3	652 400
B. Programme-related services									
Coordination and monitoring of action to benefit Africa (AFR)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	1	6	6	14	3 403 700
	Field	-	-	-	-	2	-	2	431 700
	36 C/5 Proposed	-	-	1	1	8	6	16	3 835 400
	EXTRABUDGETARY	-	-	-	-	-	-	-	-
Coordination and monitoring of action to benefit Gender Equality (GE)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	1	4	1	6	1 734 400
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	1	4	1	6	1 734 400
	EXTRABUDGETARY	-	-	-	-	-	-	-	-
Strategic planning, programme monitoring and budget preparation (BSP)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	3	16	9	29	7 713 500
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	1	3	16	9	29	7 713 500
	EXTRABUDGETARY	-	-	-	1	15	5	21	5 730 700

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
Organization-wide knowledge management	REGULAR PROGRAMME:								
	Headquarters	-	-	-	1	11	2	14	3 345 600
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	1	11	2	14	3 345 600
	EXTRABUDGETARY	-	-	-	-	7	-	7	2 040 800
External relations and public information (ERI)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	3	53	57	114	24 441 100
	Field	-	-	-	-	4	-	4	1 536 500
	36 C/5 Proposed	-	-	1	3	57	57	118	25 977 600
	EXTRABUDGETARY	-	-	-	-	4	2	6	1 483 900
C. Participation Programme and Fellowships									
Participation Programme (PP)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	-	2	4	6	1 135 900
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	-	2	4	6	1 135 900
	EXTRABUDGETARY	-	-	-	-	-	-	-	-
Fellowships Programme (FEL)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	-	-	5	5	713 000
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	-	-	5	5	713 000
	EXTRABUDGETARY	-	-	-	-	2	-	2	696 800
TOTAL, PART II									
	REGULAR PROGRAMME:								
	Headquarters	-	-	9	32	360	284	685	157 920 200
	Field	-	-	-	40	350	302	692	135 156 500
	36 C/5 Proposed	-	-	9	72	710	586	1 377	293 076 700
	EXTRABUDGETARY	-	-	-	1	53	9	63	17 164 900
PART III - CORPORATE SERVICES									
A. Human resources management (HRM)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	2	36	46	84	16 841 900
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	2	36	46	84	16 841 900
	EXTRABUDGETARY	-	-	-	-	1	1	2	443 000
B. Financial Management (BFM)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	2	30	27	59	12 705 000
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	-	2	30	27	59	12 705 000
	EXTRABUDGETARY	-	-	-	-	6	8	14	2 923 400

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
C. Support services management	REGULAR PROGRAMME:								
	Headquarters	-	-	1	4	87	234	326	58 455 400
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	1	4	87	234	326	58 455 400
	EXTRABUDGETARY	-	-	-	-	4	42	46	7 605 200
TOTAL, PART III	REGULAR PROGRAMME:								
	Headquarters	-	-	1	8	153	307	469	88 002 300
	Field	-	-	-	-	-	-	-	-
	36 C/5 Proposed	-	-	1	8	153	307	469	88 002 300
	EXTRABUDGETARY	-	-	-	-	11	51	62	10 971 600
TOTAL PARTS I-III	REGULAR PROGRAMME:								
	Headquarters	1	1	10	46	562	623	1 243	268 000 300
	Field	-	-	-	40	350	302	692	135 156 500
	36 C/5 Proposed	1	1	10	86	912	925	1 935	403 156 800
Reserve for reclassifications / merit-based promotions									2 000 000
Grand Total, Regular Programme, 36 C/5 Proposed		1	1	10	86	912	925	1 935	405 156 800
	EXTRABUDGETARY	-	-	-	1	71	60	132	30 600 900

Annex IV – Summary of decentralization by region

List of field offices (excluding UNESCO institutes and centres)

Africa

Cluster Offices and Regional Bureaux

Accra
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

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 (Amman / Bagdad)
Khartoum
Ramallah

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

Europe and North America

Cluster Offices and Regional Bureaux

Moscow
Venice, Regional Bureau for Science and Culture in Europe

Liaison Offices

Addis Ababa
Brussels
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, ERI)**

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 Proposed	Decentralized Extrabudgetary Resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
EDUCATION									
I. Staff (established posts) ⁽²⁾	30 834 400	10 676 900	6 828 900	9 545 000	1 625 700	5 890 000	34 566 500	65 400 900	737 000
	47.1%	16.3%	10.4%	14.6%	2.5%	9.0%	52.9%	100.0%	
II. Activities									
I.1	4 532 000	6 770 000	2 155 000	4 785 000	60 000	1 785 000	15 555 000	20 087 000	37 386 600
I.2	2 030 000	1 960 000	815 000	905 000	–	870 000	4 550 000	6 580 000	16 883 500
I.3	1 295 000	1 350 000	95 000	895 000	200 000	475 000	3 015 000	4 310 000	1 321 800
I.4	3 397 800	540 000	265 000	345 000	40 000	470 000	1 660 000	5 057 800	222 900
UNESCO education institutes, IICBA, IESALC and MGIEP ⁽³⁾	–	2 600 000	–	500 000	–	2 200 000	5 300 000	5 300 000	–
Total Activities⁽⁴⁾	11 254 800	13 220 000	3 330 000	7 430 000	300 000	5 800 000	30 080 000	41 334 800	55 814 800
	27.2%	32.0%	8.1%	18.0%	0.7%	14.0%	72.8%	100.0%	
Total, ED (excl. IBE, IIEP, UIL, IITE)	42 089 200	23 896 900	10 158 900	16 975 000	1 925 700	11 690 000	64 646 500	106 735 700	56 551 800
	39.4%	22.4%	9.5%	15.9%	1.8%	11.0%	60.6%	100.0%	
UNESCO education institutes IBE, IIEP, UIL, IITE	–						13 600 000	13 600 000	–
Total, ED (incl. IBE, IIEP, UIL, IITE)	42 089 200						78 246 500	120 335 700	56 551 800
	35.0%						65.0%	100.0%	

⁽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 their financial allocation).

⁽³⁾ In anticipation of the formal establishment of the MGIEP, and in keeping with the spirit of 35 C/Resolution 16, Major Programme I includes a provision of \$500,000 for MGIEP within its total activity cost budget.

⁽⁴⁾ Excluding the education institutes for which the distribution of activities by region is not available (IBE, IIEP, UIL, IITE).

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 Proposed	Decentralized Extrabudgetary Resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
NATURAL SCIENCES									
I. Staff (established posts)	26 667 300	4 395 900	1 775 200	4 035 200	2 268 900	2 076 800	14 552 000	41 219 300	-
	64.7%	10.7%	4.3%	9.8%	5.5%	5.0%	35.3%	100.0%	
II. Activities									
II.1	1 369 100	361 100	109 000	122 200	36 600	118 100	747 000	2 116 100	7 500 300
II.2	1 380 600	234 700	127 900	200 400	187 300	155 100	905 400	2 286 000	411 600
II.3	581 800	91 500	44 500	82 300	24 400	61 000	303 700	885 500	10 837 000
II.4	2 926 900	259 200	60 000	229 200	-	179 200	727 600	3 654 500	-
II.5	3 202 200	862 900	513 300	652 400	93 800	600 000	2 722 400	5 924 600	4 029 000
II.6	1 933 900	432 300	214 100	350 300	95 000	239 900	1 331 600	3 265 500	251 700
II.7	582 200	80 700	50 700	115 100	40 000	79 000	365 500	947 700	-
UNESCO science institutes ICTP and IHE	-	261 700	194 600	232 400	144 600	181 700	1 015 000	1 015 000	154 198 300
Total Activities	11 976 700	2 584 100	1 314 100	1 984 300	621 700	1 614 000	8 118 200	20 094 900	177 227 900
	59.6%	12.9%	6.5%	9.9%	3.1%	8.0%	40.4%	100.0%	
Total, SC	38 644 000	6 980 000	3 089 300	6 019 500	2 890 600	3 690 800	22 670 200	61 314 200	177 227 900
	63.0%	11.4%	5.0%	9.8%	4.7%	6.0%	37.0%	100.0%	
Total, SC (excluding institutes)	38 644 000	6 718 300	2 894 700	5 787 100	2 746 000	3 509 100	21 655 200	60 299 200	23 029 600
	64.1%	11.1%	4.8%	9.6%	4.6%	5.8%	35.9%	100.0%	
SOCIAL AND HUMAN SCIENCES									
I. Staff (established posts)	14 531 600	1 676 200	921 400	2 207 700	120 300	1 531 600	6 457 200	20 988 800	-
	69.2%	8.0%	4.4%	10.5%	0.6%	7.3%	30.8%	100.0%	
II. Activities									
III.1	1 304 900	465 000	245 000	205 000	220 000	290 000	1 425 000	2 729 900	-
III.2	1 904 100	630 000	380 000	280 000	105 000	305 000	1 700 000	3 604 100	69 687 200
III.3	1 739 800	450 000	220 000	420 000	45 000	370 000	1 505 000	3 244 800	-
Total Activities	4 948 800	1 545 000	845 000	905 000	370 000	965 000	4 630 000	9 578 800	69 687 200
	51.7%	16.1%	8.8%	9.4%	3.9%	10.1%	48.3%	100.0%	
Total, SHS	19 480 400	3 221 200	1 766 400	3 112 700	490 300	2 496 600	11 087 200	30 567 600	69 687 200
	63.7%	10.5%	5.8%	10.2%	1.6%	8.2%	36.3%	100.0%	

⁽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							36 C/5 Proposed	Decentralized Extrabudgetary Resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
CULTURE									
I. Staff (established posts)	26 887 400	3 173 600	1 492 000	3 244 600	1 012 800	2 320 300	11 243 300	38 130 700	375 800
	70.5%	8.3%	3.9%	8.5%	2.7%	6.1%	29.5%	100.0%	
II. Activities									
IV.1	2 590 200	526 000	287 000	670 000	115 300	230 000	1 828 300	4 418 500	13 979 700
IV.2	806 100	271 500	120 000	126 800	80 700	199 100	798 100	1 604 200	810 000
IV.3	2 307 200	517 500	288 500	365 000	80 000	281 400	1 532 400	3 839 600	1 915 800
IV.4	1 090 200	516 000	215 000	220 000	80 700	267 100	1 298 800	2 389 000	529 400
IV.5	1 864 100	385 600	257 000	390 000	72 200	326 100	1 430 900	3 295 000	2 144 900
IV.6	575 700	227 000	141 500	100 000	70 500	207 600	746 600	1 322 300	1 408 600
Total Activities	9 233 500	2 443 600	1 309 000	1 871 800	499 400	1 511 300	7 635 100	16 868 600	20 788 400
	54.7%	14.5%	7.8%	11.1%	3.0%	9.0%	45.3%	100.0%	
Total, CLT	36 120 900	5 617 200	2 801 000	5 116 400	1 512 200	3 831 600	18 878 400	54 999 300	21 164 200
	65.7%	10.2%	5.1%	9.3%	2.7%	7.0%	34.3%	100.0%	
COMMUNICATION AND INFORMATION									
I. Staff (established posts)	13 144 500	3 216 300	1 212 500	2 136 100	-	1 533 600	8 098 500	21 243 000	448 000
	61.9%	15.1%	5.7%	10.1%	0.0%	7.2%	38.1%	100.0%	
II. Activities									
V.1	2 102 300	750 000	260 000	589 000	24 000	443 000	2 066 000	4 168 300	8 561 200
V.2	1 762 000	874 000	302 000	688 000	28 000	517 000	2 409 000	4 171 000	9 953 800
V.3	1 768 000	874 000	302 000	688 000	28 000	517 000	2 409 000	4 177 000	49 694 800
Total Activities	5 632 300	2 498 000	864 000	1 965 000	80 000	1 477 000	6 884 000	12 516 300	68 209 800
	45.0%	20.0%	6.9%	15.7%	0.6%	11.8%	55.0%	100.0%	
Total, CI	18 776 800	5 714 300	2 076 500	4 101 100	80 000	3 010 600	14 982 500	33 759 300	68 657 800
	55.6%	16.9%	6.2%	12.1%	0.2%	8.9%	44.4%	100.0%	
Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IITE)	43 046 100	22 290 700	7 662 100	14 156 100	1 871 100	11 367 300	57 347 300	100 393 400	391 728 100
	42.9%	22.2%	7.6%	14.1%	1.9%	11.3%	57.1%	100.0%	
Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IITE)	43 046 100						70 947 300	113 993 400	391 728 100
	37.8%						62.2%	100.0%	

⁽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							36 C/5 Proposed	Decentralized Extrabudgetary Resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
UNESCO Institute for Statistics									
II. Activities ⁽⁵⁾	-	-	-	-	-	-	9 369 200	9 369 200	-
Field office implementation of decentralized programmes (BFC)									
A. Field Management of decentralized programmes – Staff (established posts)	-	15 133 300	9 535 200	15 076 900	4 247 800	14 277 600	58 270 800	58 270 800	-
B. Field office operating costs	1 850 000	6 229 100	2 408 300	4 953 600	3 419 400	1 865 100	18 875 500	20 725 500	1 547 600
C. Field coordination at Headquarters									
I. Staff (established posts)	3 367 800	-	-	-	-	-	-	3 367 800	-
II. Activities	309 200	-	-	-	-	-	-	309 200	-
Total, BFC	5 527 000	21 362 400	11 943 500	20 030 500	7 667 200	16 142 700	77 146 300	82 673 300	1 547 600
	6.7%	25.8%	14.4%	24.2%	9.3%	19.5%	93.3%	100.0%	
Subtotal, Part II. A (excl. IBE, IIEP, UIL, IITE, UIS)	160 638 300	66 792 000	31 835 600	55 355 200	14 566 000	40 862 300	209 411 100	370 049 400	394 836 500
	43.4%	18.0%	8.6%	15.0%	3.9%	11.0%	56.6%	100.0%	
Subtotal, Part II. A (incl. financial allocation for all institutes)	160 638 300						232 380 300	393 018 600	394 836 500
	40.9%						59.1%	100.0%	
Part II.B.1									
Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)	3 403 700	431 700	-	-	-	-	431 700	3 835 400	-
II. Activities	1 137 100	300 000	-	-	-	-	300 000	1 437 100	-
Subtotal, Part II.B.1	4 540 800	731 700	-	-	-	-	731 700	5 272 500	-
	86.1%	13.9%	0.0%	0.0%	0.0%	0.0%	13.9%	100.0%	

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

⁽⁵⁾ The distribution of the UIS activities budget by region is not available.

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 Proposed	Decentralized Extrabudgetary Resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
Part II.B.5									
External relations and public information									
I. Staff (established posts)	24 441 100	-	-	-	1 536 500	-	1 536 500	25 977 600	-
II. Activities (operating costs)	4 433 300	-	-	20 000	40 000	-	60 000	4 493 300	-
Subtotal, Part II.B.5	28 874 400	-	-	20 000	1 576 500	-	1 596 500	30 470 900	-
	94.8%	0.0%	0.0%	0.1%	5.2%	0.0%	5.2%	100.0%	
Total, Staff	143 277 800	38 703 900	21 765 200	36 245 500	10 812 000	27 629 900	135 156 500	278 434 300	1 560 800
	51.5%	13.9%	7.8%	13.0%	3.9%	9.9%	48.5%	100.0%	
Total, Activities (excl. IBE, IIEP, UIL, IITE, UIS)	50 775 700	28 819 800	10 070 400	19 129 700	5 330 500	13 232 400	76 582 800	127 358 500	393 275 700
	39.9%	22.6%	7.9%	15.0%	4.2%	10.4%	60.1%	100.0%	
Total, Activities (incl. all institutes)	50 775 700						99 552 000	150 327 700	393 275 700
	33.8%						66.2%	100.0%	
TOTAL	194 053 500						234 708 500	428 762 000	394 836 500
	45.3%						54.7%	100.0%	

	Regular Budget	Extrabudgetary
	\$	\$
Draft 36 C/5	685 700 000	539 507 100
Decentralized funds	234 708 500	394 836 500
Decentralization rate	34.2%	73.2%

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

Table 2 – Regular budget established posts in the field by region and by category

Region / Number of posts in the Field																				Field Total	
Major Programme / Sector / Unit	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	–	34	–	34	–	5	–	5	–	23	–	23	127
MP II – SC ⁽¹⁾	–	16	–	16	–	7	–	7	–	16	–	16	–	7	–	7	–	7	–	7	53
MP III – SHS	–	7	–	7	–	3	–	3	–	7	–	7	–	1	–	1	–	5	–	5	23
MP IV – CLT	–	13	–	13	–	5	–	5	–	14	–	14	–	3	1	4	–	9	–	9	45
MP V – CI	–	14	–	14	–	5	–	5	–	8	–	8	–	–	–	–	–	6	–	6	33
Field Management of decentralized programmes	11	22	83	116	5	13	44	62	9	18	91	118	4	3	10	17	10	13	69	92	405
Total, Part II.A⁽²⁾	11	113	83	207	6	52	48	106	9	97	91	197	4	19	11	34	10	63	69	142	686
Part II.B																					
AFR	–	2	–	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
ERI	–	–	–	–	–	–	–	–	–	–	–	–	–	4	–	4	–	–	–	–	4
Total, Decentralization %⁽³⁾	11	115	83	209	6	52	48	106	9	97	91	197	4	23	11	38	10	63	69	142	692
				30%				15%				28%				5%				21%	100%

Total posts	1 935
Posts decentralized	692
% of posts decentralized	36%

⁽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 – 36 C/5 Evaluation Plan

The 36 C/5 indicative evaluation plan is based on the 34 C/4 long-term evaluation plan and is consistent with the UNESCO evaluation strategy (176 EX/27). It covers all components of the evaluation universe, i.e. strategic and thematic evaluations and decentralized bodies.

The evaluations undertaken over the course of the biennium will be conducted within the framework of the five strategic directions put forward by the Independent External Evaluation of UNESCO: (1) Increasing UNESCO's focus; (2) Positioning UNESCO closer to the field; (3) Strengthening participation in the United Nations; (4) Strengthening governance; (5) Developing a partnership strategy.

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
<i>Strategic</i>	Mid-Term Review of Sectors' and Central Services' Reform Efforts	<i>December 2012</i> <i>December 2013</i>
<i>Thematic</i>	Review of cross-sectoral institutional priorities, including priority Africa, gender, intersectoral platforms and post-conflict and post-disaster	<i>December 2012</i> <i>December 2013</i>
<i>Decentralized Bodies</i>	Sample of Category 1 institutes/centres and field offices to be evaluated in light of the implementation of the new decentralization framework	<i>December 2012</i> <i>December 2013</i>

Annex VI – Regular budget summary by main object of expenditure

Principal budget line	Regular Budget													Total estimates 2012-2013
	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	
	Headquarters	Field												
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION														
A. Governing bodies	2 542 400	–	7 074 600	1 964 000	8 000	902 600	976 300	232 100	41 000	–	–	–	–	13 741 000
B. Direction														
1. Directorate	2 949 700	–	55 000	–	158 400	55 000	185 500	50 000	102 000	–	–	–	–	3 555 600
2. Executive Office of the Director-General	6 648 400	–	65 000	7 000	151 200	66 500	166 800	44 000	55 200	–	–	–	–	7 204 100
3. Internal Oversight	5 294 300	–	60 900	60 000	346 000	376 500	39 600	16 700	13 000	–	–	–	–	6 207 000
4. International Standards and Legal Affairs	3 894 100	–	25 000	–	24 000	4 900	30 000	14 000	5 000	–	–	–	–	3 997 000
5. Ethics Office	748 900	–	43 600	–	20 000	45 500	10 700	3 000	5 400	–	–	–	–	877 100
Total, Part I.B	19 535 400	–	249 500	67 000	699 600	548 400	432 600	127 700	180 600	–	–	–	–	21 840 800
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	50 000	3 520 000	–	–	1 900 000	2 200 000	5 662 400	–	–	13 332 400
TOTAL, PART I	22 077 800	–	7 324 100	2 031 000	757 600	4 971 000	1 408 900	359 800	2 121 600	2 200 000	5 662 400	–	–	48 914 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
I Education	30 834 400	34 566 500	6 181 400	3 991 000	5 187 700	16 469 100	2 596 600	499 600	999 100	–	18 900 000	–	110 300	120 335 700
II Natural sciences	26 667 300	14 552 000	3 215 400	2 948 400	2 381 100	7 115 200	2 007 000	272 300	270 000	–	1 573 200	200 000	112 300	61 314 200
III Social and human sciences	14 531 600	6 457 200	1 918 200	1 827 900	1 368 100	2 825 400	1 106 200	212 900	206 000	–	104 600	–	9 500	30 567 600
IV Culture	26 887 400	11 243 300	3 700 000	1 800 000	2 230 500	6 000 000	1 390 000	400 000	600 000	–	248 000	200 000	300 100	54 999 300
V Communication and information	13 144 500	8 098 500	2 002 000	815 800	1 251 000	4 255 000	876 000	125 000	175 000	2 500	2 879 000	10 000	125 000	33 759 300
UNESCO Institute for Statistics	–	–	–	–	–	–	–	–	–	–	9 369 200	–	–	9 369 200
Intersectoral Platforms	–	–	–	–	–	–	–	–	–	–	–	–	10 047 100	10 047 100
Field office implementation of decentralized programmes	3 367 800	58 270 800	5 237 700	–	2 097 800	419 300	10 988 500	956 600	761 600	36 400	–	–	536 800	82 673 300
Total, Part II.A	115 433 000	133 188 300	22 254 700	11 383 100	14 516 200	37 084 000	18 964 300	2 466 400	3 011 700	38 900	33 074 000	410 000	11 241 100	403 065 700
B. Programme-related services														
1. Coordination and monitoring of action to benefit Africa	3 403 700	431 700	200 000	250 000	380 000	135 000	258 500	45 000	45 000	–	–	–	123 600	5 272 500
2. Coordination and monitoring of action to benefit Gender Equality	1 734 400	–	150 000	45 000	220 000	130 000	60 000	25 000	15 000	–	–	–	19 000	2 398 400
3. Strategic planning, programme monitoring and budget preparation	7 713 500	–	241 300	49 900	464 000	559 400	180 000	91 300	63 000	–	–	–	77 700	9 440 100
4. Organization-wide knowledge management	3 345 600	–	110 000	–	20 000	507 300	700 000	15 000	400 000	–	–	–	–	5 097 900
5. External relations and public information	24 441 100	1 536 500	735 700	622 000	562 900	1 793 600	415 400	67 000	242 700	–	–	–	54 000	30 470 900
Total, Part II.B	40 638 300	1 968 200	1 437 000	966 900	1 646 900	3 125 300	1 613 900	243 300	765 700	–	–	–	274 300	52 679 800

Principal budget line	Regular Budget													Total estimates 2012-2013
	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	
	Headquarters	Field												
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
C. Participation Programme and Fellowships														
1. Participation Programme	1 135 900	-	16 000	-	12 000	8 000	9 200	2 500	5 400	-	19 070 000	-	-	20 259 000
2. Fellowships Programme	713 000	-	8 000	-	8 000	9 000	33 800	4 500	9 700	-	1 109 000	-	-	1 895 000
Total, Part II.C	1 848 900	-	24 000	-	20 000	17 000	43 000	7 000	15 100	-	20 179 000	-	-	22 154 000
TOTAL, PART II	157 920 200	135 156 500	23 715 700	12 350 000	16 183 100	40 226 300	20 621 200	2 716 700	3 792 500	38 900	53 253 000	410 000	11 515 400	477 899 500
PART III - CORPORATE SERVICES														
A. Human resources management	16 841 900	-	1 254 700	109 400	197 800	2 665 600	88 100	24 500	62 000	-	8 302 000	-	5 094 000	34 640 000
B. Financial management	12 705 000	-	20 000	-	133 000	120 000	159 400	-	-	-	-	-	1 675 000	14 812 400
C. Support services management	58 455 400	-	1 610 600	98 200	138 800	1 544 800	14 633 700	830 400	2 620 600	-	-	-	25 000	79 957 500
TOTAL, PART III	88 002 300	-	2 885 300	207 600	469 600	4 330 400	14 881 200	854 900	2 682 600	-	8 302 000	-	6 794 000	129 409 900
TOTAL, PARTS I - III	268 000 300	135 156 500	33 925 100	14 588 600	17 410 300	49 527 700	36 911 300	3 931 400	8 596 700	2 238 900	67 217 400	410 000	18 309 400	656 223 600
Reserve for reclassifications / merit-based promotions	1 329 500	670 500	-	-	-	-	-	-	-	-	-	-	-	2 000 000
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	-	-	-	-	-	-	-	-	-	14 014 000	-	-	-	14 014 000
PART V - ANTICIPATED COST INCREASES	-	-	-	-	-	-	-	-	-	-	-	-	13 462 400	13 462 400
TOTAL, PARTS I - V	269 329 800	135 827 000	33 925 100	14 588 600	17 410 300	49 527 700	36 911 300	3 931 400	8 596 700	16 252 900	67 217 400	410 000	31 771 800	685 700 000

Annex VII – Summary of extrabudgetary operational projects by 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	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and global	Total
	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION							
A. Governing bodies	-	-	-	-	-	-	-
B. Direction							
1. Directorate	-	-	-	-	-	700 000	700 000
2. Executive Office of the Director-General	-	-	-	-	-	1 035 800	1 035 800
3. Internal Oversight	-	-	-	-	-	736 000	736 000
4. International Standards and Legal Affairs	-	-	-	-	-	-	-
5. Ethics Office	-	-	-	-	-	-	-
Total, I.B	-	-	-	-	-	2 471 800	2 471 800
C. Participation in the Joint Machinery of the United Nations system	-	-	-	-	-	-	-
TOTAL, PART I	-	-	-	-	-	2 471 800	2 471 800
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES							
A. Programmes							
I EDUCATION							
Staff (established posts)	367 000	370 000	-	-	-	185 500	922 500
Activities							
I.1 Accelerating progress towards EFA, in particular at the country level, including through information and communication technologies (ICTs)	5 672 700	9 636 100	22 939 800	278 600	498 100	2 306 700	41 332 000
I.2 Building effective and inclusive education systems	3 000 000	13 238 600	236 500	-	20 725 600	613 500	37 814 200
I.3 Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	162 500	849 000	233 500	-	29 506 400	326 100	31 077 500
I.4 Reinforcing leadership for EFA through advocacy, partnerships and monitoring	-	222 900	-	-	8 500	6 170 900	6 402 300
Total, I	9 202 200	24 316 600	23 409 800	278 600	50 738 600	9 602 700	117 548 500
UNESCO education institutes							
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>							
UNESCO International Bureau of Education (IBE)	-	-	-	-	-	-	-
UNESCO International Institute for Educational Planning (IIEP)	-	-	-	-	-	-	-
UNESCO Institute for Lifelong Learning (UIL)	-	-	-	-	-	-	-
UNESCO Institute for Information Technologies in Education (IITE)	-	-	-	-	-	-	-
UNESCO International Institute for Capacity-Building in Africa (IICBA)	-	-	-	-	-	-	-
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	-	-	-	-	-	-	-
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	-	-	-	-	-	-	-
Total, UNESCO education institutes	-	-	-	-	-	-	-
TOTAL, MAJOR PROGRAMME I	9 202 200	24 316 600	23 409 800	278 600	50 738 600	9 602 700	117 548 500

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and global	Total
	\$	\$	\$	\$	\$	\$	\$
II NATURAL SCIENCES							
Staff (established posts)	-	-	-	-	-	922 400	922 400
Activities							
II.1 Promoting STI policies and access to knowledge	91 900	515 000	140 000	200 000	7 145 300	100 000	8 192 200
II.2 Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy	111 600	1 225 000	100 000	200 000	-	482 100	2 118 700
II.3 Mobilizing broad-based participation in STI	-	-	37 000	-	-	10 953 900	10 990 900
II.4 UNESCO Intergovernmental Oceanographic Commission (IOC): Strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States	1 106 100	500 000	-	215 100	982 300	11 182 200	13 985 700
II.5 Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)	-	875 600	-	150 000	3 726 700	3 291 600	8 043 900
II.6 Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)	3 015 400	-	51 700	223 600	-	1 687 500	4 978 200
II.7 Natural disaster risk reduction and mitigation	-	499 200	-	-	-	225 400	724 600
Total, II	4 325 000	3 614 800	328 700	988 700	11 854 300	28 845 100	49 956 600
UNESCO science institutes							
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>							
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	-	-	85 000 000	85 000 000
The International Centre for Theoretical Physics (ICTP)	-	-	-	-	-	69 198 300	69 198 300
Total, UNESCO science institutes	-	-	-	-	-	154 198 300	154 198 300
TOTAL, MAJOR PROGRAMME II	4 325 000	3 614 800	328 700	988 700	11 854 300	183 043 400	204 154 900
III SOCIAL AND HUMAN SCIENCES							
Staff (established posts)	-	-	-	-	-	569 600	569 600
Activities							
III.1 Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics	-	-	-	-	-	65 000	65 000
III.2 Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth	200 000	557 500	-	-	68 929 700	870 100	70 557 300
III.3 Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities	-	-	-	-	-	715 000	715 000
TOTAL, MAJOR PROGRAMME III	200 000	557 500	-	-	68 929 700	2 219 700	71 906 900
IV CULTURE							
Staff (established posts)	-	365 800	-	-	10 000	2 586 000	2 961 800
Activities							
IV.1 Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention	765 700	10 350 000	4 462 500	-	1 000 000	10 790 200	27 368 400
IV.2 Enhancing the protection of cultural property and fighting against its illicit traffic through the effective implementation of the 1954, 1970 and 2001 Conventions	-	-	810 000	-	100 000	-	910 000
IV.3 Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention	400 000	-	450 000	-	1 915 800	668 000	3 433 800
IV.4 Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention	-	121 200	-	-	408 200	840 000	1 369 400
IV.5 Promoting the role of culture in development at the global, regional and national levels	1 437 600	1 396 100	402 200	443 100	-	480 000	4 159 000
IV.6 Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence	200 000	-	-	-	1 208 600	970 000	2 378 600
TOTAL, MAJOR PROGRAMME IV	2 803 300	12 233 100	6 124 700	443 100	4 642 600	16 334 200	42 581 000

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and global	Total
	\$	\$	\$	\$	\$	\$	\$
V COMMUNICATION AND INFORMATION							
Staff (established posts)	-	448 000	-	-	-	736 000	1 184 000
Activities							
V.1 Promoting an enabling environment for freedom of expression to foster development, democracy, and dialogue for a culture of peace and non-violence	939 800	6 356 300	497 100	333 600	1 758 500	39 800	9 925 100
V.2 Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development	3 139 000	4 032 300	1 735 600	106 200	880 400	882 700	10 776 200
V.3 Empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage	4 394 400	47 919 600	-	-	226 100	562 800	53 102 900
TOTAL, MAJOR PROGRAMME V	8 473 200	58 756 200	2 232 700	439 800	2 865 000	2 221 300	74 988 200
UNESCO Institute for Statistics <i>(Regular budget financial allocation may include the costs of staff and activities)</i>	-	-	-	-	-	-	-
Intersectoral Platforms	-	-	-	-	-	-	-
Field office implementation of decentralized programmes	118 800	225 000	249 800	954 000	-	228 600	1 776 200
Total, II.A	25 122 500	99 703 200	32 345 700	3 104 200	139 030 200	213 649 900	512 955 700
B. Programme-related services							
1. Coordination and monitoring of action to benefit Africa	-	-	-	-	-	-	-
2. Coordination and monitoring of action to benefit Gender Equality	-	-	-	-	-	-	-
3. Strategic planning, programme monitoring and budget preparation	-	-	-	-	-	6 235 700	6 235 700
4. Organization-wide knowledge management	-	-	-	-	-	2 040 800	2 040 800
5. External Relations and Public Information	-	-	-	-	-	1 483 900	1 483 900
Total, II.B	-	-	-	-	-	9 760 400	9 760 400
C. Participation Programme and Fellowships							
1. Participation Programme	-	-	-	-	-	-	-
2. Fellowships programme	-	414 000	-	-	-	1 152 500	1 566 500
Total, II.C	-	414 000	-	-	-	1 152 500	1 566 500
TOTAL, PART II	25 122 500	100 117 200	32 345 700	3 104 200	139 030 200	224 562 800	524 282 600
PART III –CORPORATE SERVICES							
A. Human resources management	-	-	-	-	-	443 000	443 000
B. Financial Management	-	-	-	-	-	2 923 400	2 923 400
C. Support services management							
1. Coordination, support, monitoring and evaluation	-	-	-	-	-	188 000	188 000
2. Procurement	-	-	-	-	-	375 000	375 000
3. Information systems and telecommunications	-	-	-	-	-	815 200	815 200
4. Conferences, languages and documents	-	-	-	-	-	3 576 100	3 576 100
5. Common services, security, utilities and management of premises and equipment	-	-	-	-	-	4 432 000	4 432 000
6. Maintenance, conservation and renovation of Headquarters premises	-	-	-	-	-	-	-
Total, III.C	-	-	-	-	-	9 386 300	9 386 300
TOTAL, PART III	-	-	-	-	-	12 752 700	12 752 700
GRAND TOTAL	25 122 500	100 117 200	32 345 700	3 104 200	139 030 200	239 787 300	539 507 100

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 2012-2013 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) 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.	39 390 000	A. Funds-in-Trust Overhead Costs Account (FITOCA) Established posts (81) Other costs	22 260 400 17 129 600
		Total, A.	39 390 000
Grand total	39 390 000	Grand total	39 390 000

(b) Headquarters Utilization Fund

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income:	11 493 100	A. Expenditure related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income:	11 388 100
a) Income from letting office space in the Miollis building		a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs, d) temporary assistance,	
b) Income from letting parking lots and miscellaneous income		e) materials & equipment, f) maintenance of premises and g) provision for long-term maintenance & conservation of revenue generating premises.	
c) Income from letting premises to commercial partners (bank, news stand, coffee machines, GSM telephone relays, etc.)			
B. Income from letting exhibition spaces and Room I	1 124 700	B. Expenditure related to letting exhibition spaces and Room I	1 124 700
		a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs, d) temporary assistance,	
		e) materials & equipment, f) maintenance of premises and g) provision for long-term maintenance & conservation of revenue generating premises.	
C. Income from letting conference rooms	2 011 900	C. Expenditure related to letting conference rooms:	2 011 900
		a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs, d) temporary assistance,	
		e) materials & equipment, f) maintenance of premises and g) provision for long-term maintenance & conservation of revenue generating premises.	
D. Income from letting audio-visual equipment	1 211 900	D. Expenditure related to letting audio-visual equipment	1 211 900
		a) staff costs, b) materials & equipment	
E. Investment income	25 000	E. Official residence of the Director-General (annual charges, maintenance and furnishing)	130 000
Grand total	15 866 600	Grand total *	15 866 600

* The 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		EXPENDITURE	
	Total		Total
	\$	\$	\$
A. UNESCO Coupons Programme			
(1) Commissions	50 000		
(2) Interest	150 000		
Total, A.	200 000		
B. Philatelic and Numismatic Programme			
Revenue from sales	330 000		
Grand total	530 000		
A. UNESCO Coupons Programme			
I. Personnel costs:			
(1) Established posts (1)	167 000		
(2) Temporary assistance	0		
Sub-total, I	167 000		
II. Administrative costs:			
(1) Printing (brochures, coupons, circulars, etc)	5 000		
(2) Equipment and supplies	5 000		
(3) Contracts to distributors	0		
(4) Travel and missions	10 000		
(5) Miscellaneous	0		
(6) Hospitality	0		
Sub-total, II	20 000		
III. Transfer to reserves	13 000		
Total, A.	200 000		
B. Philatelic and Numismatic Programme			
I. Personnel costs:			
Established posts (1)	167 000		
Sub-total, I	167 000		
II. Administrative costs:			
Cost of goods sold	163 000		
Total, B	330 000		
Grand total	530 000		

(d) Publications, Auditory and Visual Material Fund

INCOME				EXPENDITURE			
	Publications	VIM	Total		Publications	VIM	Total
	\$	\$	\$		\$	\$	\$
A. Sales	1 200 000	235 000	1 435 000	I. Personnel costs:			
				Established post (0,5)	–	83 500	83 500
				Established post (1)	275 000	–	275 000
				Temporary assistance and overtime	110 000	6 500	116 500
B. Royalties	400 000	–	400 000	II. Production costs	567 000	85 500	652 500
				III. Royalties	87 000	–	87 000
				IV. Commissions	87 000	–	87 000
				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. Personal costs:	
UNESCO Sectors (regular programme and extrabudgetary funds)	2 853 000	Established posts (2)	498 000
Non-UNESCO users (Delegations, NGOs, etc...)	713 000	Temporary assistance	3 068 000
Grand total	3 566 000	Grand total	3 566 000

(f) UNESCO Staff Savings and Loan Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Interest on loans to members	4 200 000	I. Personnel costs:	
		Established posts (10)	2 267 000
B. Bank and investment interest	14 900 000	II. Administrative expenses	540 000
		III. Loan insurance	335 000
		IV. Computer expenses	90 000
		V. Other costs	760 000
		Total, I-V	3 992 000
		VI. Contribution to the costs of the External Auditor fees	23 800
		VII. Contribution to subscriptions to banking services	50 000
		Total, VI-VII	4 065 800
		Interest paid to members	15 034 200
Grand total	19 100 000	Grand total	19 100 000

(g) Special Account for Documents

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income from document production	4 459 500	A. Expenditure for document production	
		I. Established posts (2.5)	449 500
		II. Overtime and temporary assistance	870 000
		III. External production contracts	1 400 000
		IV. Rental and maintenance of equipment	1 120 000
		V. Production supplies	320 000
		VI. Acquisition of equipment	300 000
		Total, I-VI	4 459 500
B. Income from translation	4 322 500	B. Expenditure for translation	
		I. Established posts (2.5)	492 500
		II. Temporary assistance	480 000
		III. External translation contracts	3 350 000
		Total I-III	4 322 500
C. Other Income	15 000	C. Other expenditure	15 000
Grand total	8 797 000	Grand total	8 797 000



Organizational Chart of the UNESCO Secretariat 2012-2013

