United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninety-fourth session

194 EX/3

PARIS, 10 March 2014
Original: English

Item **3** of the provisional agenda

REPORT BY THE DIRECTOR-GENERAL ON THE APPLICATION OF RULE 59 OF THE RULES OF PROCEDURE OF THE EXECUTIVE BOARD

MAJOR CHANGES TO THE ORGANIZATIONAL STRUCTURE

In accordance with Rule 59.2 of the Rules of Procedure of the Executive Board, the Director-General presents herein a report on major structural changes being proposed for the 37 C/5. The proposed modifications are a continuation of the reform efforts which the Director-General initiated since the beginning of her mandate. In this light the reorganization efforts which were already started prior or during the 36 C/5, and which were already reported to Member States, are not repeated in this document. Instead, particular attention is now given to the five Major Programmes, the Africa Department, the newly renamed Bureau for Management Support Services (MSS) and the renamed Division of Knowledge and Information Systems Management (DKI).

Action expected of the Executive Board: No decision is proposed for this item.

I. INTRODUCTION

1. According to Rule 59.2 of the Rules of Procedure of the Executive Board, the Director-General shall consult the Executive Board at least once every two years regarding the structure of the Secretariat and, in particular, on any important changes she/he contemplates making in it and on any questions of policy involved in making appointments to senior posts in the Secretariat. In this regard, the Director-General presents herein to the Executive Board, a report on structural changes being proposed as from the 37 C/5 (2014-15) within the five Major Programmes, the Africa Department, the newly renamed Bureau for Management Support Services (MSS), and the Division of Knowledge and Information Systems Management (DKI). Should subsequent modifications of a significant nature be envisaged, the Director-General will again consult the Executive Board.

2. Major restructuring efforts initiated prior to or during the 36 C/5, which are continued into the current biennium are not repeated in this document, as they would have already been communicated to Member States either in Ivory Notes or at previous Executive Board sessions.

3. The following section provides the proposed Organizational Charts for the five Major Programmes, the Africa Department, the Bureau for Management Support Services (MSS), and the Division of Knowledge and Information Systems Management (DKI). Functional statements of the various divisions/bureaux are provided along with an indicative number of Regular programme and extrabudgetary posts foreseen for 2014-15 at Headquarters and in the field. [1] For ease of reference, a list of Field Offices by region is provided in Annex I and an Overview Table of the Reformed UNESCO Field Network in Africa as per the Director-General's Ivory Note of 3 January 2014 (DG/note/14/2) is provided in Annex II.

II. PROPOSED ORGANIZATIONAL STRUCTURES

EDUCATION SECTOR

4. The Education Sector will continue to be headed by an Assistant Director-General, who will report directly to the Director-General. The Sector will be composed of the Office of the Assistant Director-General, the Executive Office, the Division for Policies and Lifelong Learning Systems; the Division of Teaching, Learning and Content; the EFA and Global Agenda Coordination Team; and the EFA Global Monitoring Report Team.

Executive Office[2]

The Executive Office is the executive arm of the Assistant Director-General for Education. It provides strategic advice and direction on the programme, budget and staffing of the Education Sector; develops the statutory programmes (C/4 and C/5) drawing on consultations with the Divisions and Teams; and coordinates inputs to and ensures the quality assurance of all education-related governing body documents. It also provides key services to Headquarters, the institutes and the field offices on the implementation and monitoring of the regular budget and extrabudgetary programmes. The Executive Office is the key driver in knowledge management, partnerships development, fundraising and the preparation of briefings for senior management and external partners.

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1 The indicative number of posts includes Regular Programme posts foreseen under the $507 million expenditure plan, and posts financed from other extrabudgetary funding sources.

2 The structure of the Executive and Administrative Offices currently shown under the five Major Programmes is not final, and may change based on the conclusions of the EO/AO reform which are still being finalized. Additional information concerning the EO/AO reform is provided in 194 EX/4 Part III and 194 EX/4.INF (Target 13).

Division for Policies and Lifelong Learning Systems

5. The Division for Policies and Lifelong Learning Systems is in charge of providing support to Member States for the formulation of effective and equitable education policies, through policy advice and learning, capacity building, and the development of tools and guidelines. It is also responsible for supporting countries in the steering of the sub-sectors of technical and vocational education and training (TVET), literary and higher education in a lifelong learning perspective. The Division's work covers critical areas of the Sector's work such as sector-wide policy and planning, TVET, literacy and higher education.

Section of Education Policy

6. The Section is responsible for knowledge generation and sharing aimed at fostering international policy dialogue and peer-learning in this domain, and at supporting national capacity development to conduct policy reviews and analysis leading to national education blueprints, strategies and plans.

Section of Youth, Literacy and Skills Development

7. The Section, in close coordination with the UNESCO Institute for Lifelong Learning and the UNESCO-UNEVOC International Centre for TVET, will lead the education work of UNESCO in these fields, provide policy advice and promote long-term policy solutions to make technical and vocational education and training (TVET), literacy and non-formal education effective drivers for lifelong learning and the transition to the world of work. The Section will contribute to setting international standards, developing knowledge and advocacy products and tools, monitoring progress, coordinating actions and widely sharing international experiences.

Section of Higher Education

8. The Section provides policy support, promotes policy learning and contributes to knowledge creation and sharing in areas critical for the development of higher education at the national, regional and international levels. It is responsible for contributing to the internationalization of higher education through guiding normative work, including the monitoring of the regional conventions. The Section also manages the UNESCO Chairs/UNITWIN programme, which continues to serve as a major initiative to promote inter-university cooperation in all fields of competence of UNESCO.

ICT in Education Team

9. The Team is responsible for developing knowledge, tools and guidelines for promoting the integration of ICT in teaching and learning.

PCPD Desk

10. The Desk is responsible for coordinating education in emergencies responses, including category 1 education institutes, in consultation with the concerned Member States. It provides guidance and back-up support to field offices for the design and implementation of emergency support in education and for integrating UNESCO's intervention within the broader education humanitarian response. The desk also represents the Education Sector in international mechanisms and fora related to education in emergencies.

Division for Teaching, Learning and Content

11. The Division for Teaching, Learning and Content is responsible for work related to the educational processes of learning and teaching and addresses specific educational content areas that contribute to the building of a peaceful, healthier and more sustainable world. Special attention is paid to the emerging and contemporary education issues facing the entire global community.

Supporting the Member States' efforts to improve the quality and increase the relevance of education is the mandate of the Division. Inclusive learning, teacher development, and education for global citizenship, including education for sustainable development and health education, the key programmatic areas.

Section of Learning and Teachers

12. This Section addresses issues related to learning and teaching. Translating the principle of the right to education into practice, it assists Member States' efforts to ensure that learning opportunities are accessed by all children; that the learning processes and environment are inclusive and gender-responsive; and that learning outcomes are measured and assessed holistically. Focused on teachers and teacher-related issues, it aims to improve the quality of teaching. Emphasis is placed on the policy and institutional support for the professional development of teachers, in alignment with the work of the Secretariat of the International Task Force on Teachers for EFA.

Secretariat of the International Task Force on Teachers for EFA

13. The Task Force advocates for, and facilitates the coordination of international efforts to provide sufficient numbers of well-qualified teachers to achieve the Education for All (EFA) goals and other internationally-agreed goals. It supports initiatives to develop the policies and the knowledge-base and resources for teacher development.

Section of Education for Sustainable Development

14. The Section advocates for and supports Member States to provide an education that enables everyone to acquire the knowledge, skills, values and attitudes that are necessary to contribute to more sustainable societies. The Section coordinates the United Nations Decade of Education for Sustainable Development (ESD, 2005-2014) and its follow up, the Global Action Programme on ESD. It carries out global ESD flagship projects in areas such as climate change, disaster risk reduction and biodiversity. The Section also coordinates the work of UNESCO's Associated Schools Project Network, a key promoter and implementer of ESD and other related educational programmes.

Section of Health and Global Citizenship Education

15. With UNESCO's overarching priorities on sustainable development and a culture of peace, the Section supports countries to prepare learners with the knowledge, skills, values and resilience necessary to work together and confront the challenges of the twenty-first century. It promotes healthy lifestyles, gender equality, and peace and global citizenship among girls, boys, and young women and men in educational settings. Good health and the right to education promote access to schooling, enhance learners' chances of staying in school, and strengthen their contribution to and participation as citizens in democratic, peaceful and sustainable societies.

EFA and Global Agenda Coordination Team

16. The Team will further develop strategic alliances and new cooperation modalities to support in promoting education globally with Member States and a range of other actors, such as the Heads of the EFA convening agencies; the Global Partnership for Education; the Global Education First Initiative; the E-9 Initiative; civil society networks, including the Collective Consultation of Non-Governmental Organizations on EFA; parliamentarians; academia; and the private sector. It will also coordinate the development of the education agenda beyond 2015 by stimulating global reflections and debate, undertaking analytical work and knowledge creation, and organizing consultations and conferences, as well as through advocacy and promoting the inclusion of the global post-2015 development agenda. The Team will also promote new sources of education financing. Finally, it will lay the foundations for a renewed humanistic vision of learning in a changing world in order to inform the future of education.

EFA Global Monitoring Report Team

17. The Team will continue to monitor progress towards the achievement of the EFA goals through the annual publication of the Global Monitoring Report.

February 2014

EDUCATION SECTOR

OFFICE OF THE ADG/ED

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 1, G = 3, Total = 5

Posts Summary

HQS:
RP: D+ = 5, P = 49, G = 33, Total = 87
EXB: D+ = 1, P = 48, G = 5, Total = 54
FIELD:
RP: D+ = 2, P = 66, NPO = 33, G = 11, Total = 112
EXB: D+ = 0, P = 25, NPO = 32, G = 2, Total = 59
Total
RP: D+ = 7, P = 115, NPO = 33, G = 44, Total = 199
EXB: D+ = 1, P = 73, NPO = 32, G = 7, Total = 113

EXECUTIVE OFFICE

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 7, G = 8, Total = 16
EXB: D+ = 0, P = 2, G = 0, Total = 2

DIVISION FOR POLICIES AND LIFELONG LEARNING SYSTEMS

- OFFICE OF THE DIRECTOR
  - PCPD Desk
- SECTION OF EDUCATION POLICY
- ICT IN EDUCATION TEAM
- SECTION OF YOUTH, LITERACY AND SKILLS DEVELOPMENT
- SECTION OF HIGHER EDUCATION

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 15, G = 8, Total = 24
EXB: D+ = 0, P = 8, G = 0, Total = 8

DIVISION FOR TEACHING, LEARNING AND CONTENT

- OFFICE OF THE DIRECTOR
- SECTION OF LEARNING AND TEACHERS
- SECRETARIAT OF THE INTERNATIONAL TASK FORCE ON TEACHERS FOR EFA
- SECTION OF HEALTH AND GLOBAL CITIZENSHIP EDUCATION
- SECTION OF EDUCATION FOR SUSTAINABLE DEVELOPMENT

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 16, G = 5, Total = 22
EXB: D+ = 0, P = 23, G = 2, Total = 25

EFA AND GLOBAL AGENDA COORDINATION TEAM

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 10, G = 9, Total = 20
EXB: D+ = 0, P = 2, G = 0, Total = 2

EFA GLOBAL MONITORING REPORT TEAM

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 0, G = 0, Total = 0
EXB: D+ = 1, P = 13, G = 3, Total = 17

FIELD

AFRICA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 21, NPO = 15, G = 2, Total = 38
EXB: D+ = 0, P = 7, NPO = 21, G = 1, Total = 29

ARAB STATES

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 13, NPO = 1, G = 2, Total = 17
EXB: D+ = 0, P = 6, NPO = 2, G = 0, Total = 8

ASIA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 21, NPO = 8, G = 5, Total = 34
EXB: D+ = 0, P = 4, NPO = 4, G = 0, Total = 8

EUROPE AND NORTH AMERICA

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 4, NPO = 0, G = 0, Total = 5
EXB: D+ = 0, P = 4, NPO = 0, G = 0, Total = 4

LATIN AMERICA AND THE CARIBBEAN

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 7, NPO = 9, G = 2, Total = 18
EXB: D+ = 0, P = 4, NPO = 5, G = 1, Total = 10

NATURAL SCIENCES SECTOR

18. The Natural Sciences Sector will continue to be headed by an Assistant Director-General, who will report directly to the Director-General. It will be composed of the Office of the Assistant Director-General, the Executive Office,[3] the Division of Water Sciences (HYD), Division of Ecological and Earth Sciences (SC/EES), and the Division of Science Policy and Capacity Building (SC/PCB) who report to ADG/SC. The Secretariat of the Intergovernmental Oceanographic Commission (IOC) which also contributes to the programmatic objectives of Major Programme II, is headed by the Executive Secretary of IOC at the level of Assistant Director-General, who reports directly to the Director-General.

Division of Water Sciences (HYD)

19. The Division of Water Sciences has three main objectives: (a) it provides the Secretary for the International Hydrological Programme among other activities by implementing the six themes comprised in the IHP VIII phase; (b) it enables and strengthens the collaboration among the UNESCO Water Family; and (c) it supports the United Nations and UNESCO initiatives on water and disasters.

Director's Office

20. The main activities of the Director's Office are to coordinate all IHP activities and functions, including the Bureau and Council meetings. The office also enables cooperation and collaboration among the UNESCO Water Family (IHP UNESCO Staff at HQ and in Field Offices, the UNESCO-IHE category 1 institute, the 169 IHP National Committees, the 28 Category 2 water centers, the 30 UNESCO Chairs and UNITWIN networks on water and the NGP associated to IHP. It serves as the entry point for UNESCO-IHE activities; it coordinates WWAP and represents UNESCO at UN-Water, ensuring adequate representation at international fora inside and outside of the United Nations system for instance at the World Water Forum or events related with World Water Day, International Years on freshwater and the Decade Water for Life.

Hydrological Systems and Water Scarcity (SC/HYD/HSS)

21. This section develops scientific knowledge and methodologies, provides data and tools, creates scientific networks and strengthens science cooperation, promotes science society interface and builds human and institutional capacity. The section is responsible for IHP-VIII Theme 1 on "Water-related Disasters and Hydrological Change" and part of Theme 3 on "Addressing Water Scarcity". It also coordinates the IHP programmes and initiatives on Flow Regimes from International Experimental and Network Data (FRIEND), International Sedimentation Initiative (ISI), International Drought Initiative (IDI), International Flood Initiative (IFI), Water and Development Information Network for Arid Land (G-WADI), and the Glacier and Snow Initiative (GSI).

Groundwater Systems and Settlements (SC/HYD/GSS)

22. The section develops scientific and technical projects, and provides a platform and tools to enhance Member States' capacity to meet the challenges of sustainable groundwater and water for human settlements management. In particular, the section is in charge of developing IHP-VIII Theme 2 on "Groundwater in a Changing Environment" and Theme 4 on "Water and Human Settlements of the Future". It also coordinates the programmes and initiatives on Groundwater Resources and Climate Change (GRAPHIC), Transboundary Aquifer Resources Management (ISARM), Urban Water Management (UWMP) and the World Hydrogeological Maps (WHYMAP).

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[3] The structure of the Executive and Administrative Offices currently shown under the five Major Programmes is not final, and may change based on the conclusions of the EO/AO reform which are still being finalized. Additional information concerning the EO/AO reform is provided in 194 EX/4 Part III and 194 EX/4.INF (Target 13).

Eco-hydrology, Water Quality and Water Education (SC/HYD/EQE)

23. The section develops scientific and technical projects, creates and/or strengthens the science-policy interface, promotes international cooperation and builds institutional capacity to address part of IHP-VIII Theme 3 on “Addressing Water Quality”, Theme 5 on “Ecohydrology, Engineering Harmony for a Sustainable World” and Theme 6 on “Water Education: Key, for Water Security”, in addition to coordinating the cross-cutting programme on Hydrology for the Environment, Life and Policy (HELP).

World Water Assessment Programme (WWAP)

24. The main objective of this programme is to monitor, assess and report on different themes related to the world's freshwater resources, reporting the results in the World Water Development Report (WWDR). Moreover, it assists countries and regions in (i) building their own assessment capacity, (ii) collecting gender-sensitive disaggregated data, (iii) building robust indicators, and (iv) contributing to transboundary waters conflict resolution. It functions entirely with extrabudgetary funds and is located in Perugia, Italy.

Division of Ecological and Earth Sciences (SC/EES)

25. The Division of Ecological and Earth Sciences, as part of UNESCO Natural Sciences Sector, has three overall responsibilities:

(a) Providing the Secretariat for UNESCO’s intergovernmental scientific programme Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (WNBR – 621 sites in 117 countries).

(b) Providing the Secretariat for UNESCO’s International Geoscience Programme (IGCP) as well as an interdisciplinary taskforce on natural disaster risk reduction.

(c) Coordinate and technical back-stopping for all science colleagues working in Headquarters and the field offices in relation to the promotion of scientific research and networking in the environmental sciences: ecology, biodiversity, earth sciences, natural hazards and disaster risk reduction.

Director’s Office

26. The Director’s Office provides: **(**a) Overall direction, coordination, policy development, planning, delivery and reporting of the services of MAB, WNBR and IGCP as well as disaster risk reduction; (b) Ensure the contributions of MAB/WNBR, IGCP and DRR toward the overall contribution of UNESCO to the Post-2015 Agenda, Future Earth, IPBES and SDGs; (c) Management of the Division.

MAB Research and Policy: Ecology and Biodiversity (SC/EES/ESB)

27. The Section is responsible for (a) advancing UNESCO MAB’s long-term ecological research programme and policy dialogue in Member States and in UNESCO’s thematic networks focusing on the relationship of humans with nature, in specific ecological zones such as dry lands, mountains, islands and coastal zones, urban systems and forests as well as freshwater ecosystems, and (b) using, in particular, UNESCO’s WNBR as site-specific examples of integrated biodiversity protection, mitigation and adaption to climate change and promoting sustainable development.

MAB networking: Biosphere Reserves and Capacity Building (SC/EES/BNC)

28. The Section is responsible for (a) ensuring the full operationalization, quality, and broad-based participation, as well as the further advancement of MAB’s World Network of Biosphere Reserves (today 612 sites in 117 countries) as UNESCO’s Learning Laboratories for sustainable

development and (b) enabling the WNBR as a network for knowledge generation and sharing, and (c) building technical capacities in Member States to use WNBR for new conservation regimes and initiatives including transboundary cooperation for peace, testing green economies and building examples of inclusive green societies.

Earth Sciences and Natural Disaster Risk Reduction (SC/EES/NDR)

29. The section is responsible for providing (a) the secretariat service for IGCP and through this function to serve as a knowledge hub of UNESCO to facilitate international scientific cooperation in the geosciences and sustainable use of natural resources, in particular mineral resources, and to advance new initiatives related to geo-diversity and geo-heritage, (b) an in-house interdisciplinary task force for a coherent UNESCO response based on sound science to natural hazards and disaster risk reduction, including capacity for early warning and early recovery response in Member States.

Division of Science Policy and Capacity Building (SC/PCB)

30. The Division for Science Policy and Capacity Building aims to strengthen science, technology, and innovation (STI) systems and policy frameworks in UNESCO Member States. At a global level, the Division promotes the science-policy-society interface to advance sustainable development and innovation, for poverty eradication, in particular in SIDS and LDCs. Actions in Member States include capacity building in STI policies and programmes, strengthening research and innovation capacity, providing advice in the field of STI-related policies and instruments at national, regional and global levels, strengthening the links between university and industry through science parks and incubators development, and monitoring and evaluation of the frameworks and impact of STI in development. The Division also builds and strengthens networks that promote the science-policy-interface, and promotes knowledge production and sharing in relevant fields of science and engineering.

Director's Office

31. The Director's Office: (a) provides overall direction, coordination, policy development, planning, delivery and reporting of the services of IBSP, SIDS and capacity building in science and engineering; (b) ensures the contributions of UNESCO to the post-2015 agenda through the development of methodologies and approaches to promote STI policy frameworks and systems, monitoring and assessments for sustainable development; (c) promotes global partnerships in STI including UNESCO involvement in Future Earth, IPBES, IPCC, UNFCCC, CBD, the new SIDS Agenda and SDGs; and (d) ensures the management of the Division.

Science Policy and Partnerships Section

32. This section advises and builds capacity, at national and subregional levels on STI systems and policy frameworks, and on the strengthening of STI governance in collaboration with the government ministries responsible for STI, parliamentarians, STI Commissions and regional organizations such as AOSTI in Africa. At the global level, this section works to promote initiatives to strengthen the science-policy-society interface, the links between university and industry for technological development, and global monitoring systems and assessments including the production of the UNESCO Science Report, UNESCO participation in IPBES and Future Earth, the organization of the World Science Forum, the Global Innovation Forum, and STIGAP/GOSPIN initiatives.

Section for Capacity Building in Science and Engineering

33. This section promotes capacity building through policy and training activities in the area of basic sciences and engineering, supporting Member States and their institutions in the improvement of science and engineering education, and strengthening research capacity at the national level including through the use of ICTs.

Small Islands and Indigenous Knowledge

34. This section advises SIDS on sustainable development strategies by providing them with sound scientific advice anchored in an intersectoral approach that bridges disciplines and knowledge systems. As UNESCO focal point for SIDS, the section coordinates house-wide interventions in SIDS including collaborative work with IOC, across the sectors for Social and Human Sciences, Culture, Education and Communication and Information. As UNESCO focal point for indigenous peoples, this section also coordinates house-wide contributions in relation to indigenous peoples, including the development of a UNESCO Policy on Engaging with Indigenous Peoples. It promotes synergies between local and indigenous knowledge systems and science within decision-making processes from the local to the global level including within IPCC, UNFCCC, CBD and IPBES, and reinforces local and indigenous knowledge transmission within communities.

Secretariat of the Intergovernmental Oceanographic Commission (IOC)

35. The composition of the Intergovernmental Oceanographic Commission remains generally unchanged from the previous biennium, except for two aspects: a new “Marine Policy and Regional Coordination Unit” is proposed to be created, and the Capacity Development Team is proposed to be re-organized. The capacity-development being a cross-cutting function integrated within each of the IOC core programmes, its coordination, previously ensured by the Capacity Building Section, will be transferred to the UNESCO/IOC Project Office in Ostend which already serves as a training hub. The regional coordination function, in need of reinforcement, will find its logical place in the new Marine Policy and Regional Coordination Unit. This is in line with the recommendations of both UNESCO and IOC Member States to give priority to operational programme activities, while streamlining and delayering the coordination function. Consequently, the structure of IOC will be comprised of the Office of the Executive Secretary of IOC, the Section for Ocean Observations and Services, the Ocean Science Section, the Tsunami Unit, the Marine Policy and Regional Coordination Unit, and various IOC structures in the Field.

36. The new Marine Policy and Regional Implementation (MPR) unit/section will support primarily the IOC ER related to sustainable management and governance, with the objective to enhance ocean governance through a shared knowledge base and improved regional cooperation. The main tasks of the MPR section/unit will be to:

(a) Coordinate IOC’s external policy and communication strategy with regard to the United Nations system, with the aim of fostering inter-agency partnerships related to ocean and coastal matters, and to respond to the requirements of UNCED, UNCLOS and relevant United Nations conventions and inter-agency ocean initiatives. It will coordinate IOC’s contribution to United Nations inter-agency coordination mechanisms, namely UN-Oceans and its parent body, HLCP.

(b) Facilitate the development of coastal and marine management tools leading to more effective and scientifically robust ocean and coastal policies for the benefits of IOC Member states. Building on its programme on Integrated Coastal Area Management (ICAM), the section will promote the development of Marine Spatial Planning techniques and application as well as the implementation of marine ecosystem-based management approaches in IOC regions. The Unit/Section will also ensure liaison with the IOC sub-commissions secretariats (IOCAFRICA, WESTPAC, IOCARIBE).

(c) Support the strategic fundraising efforts of the IOC Executive Secretary in particular related to multilateral sources of funding such as the GEF, the Adaptation and Green Climate Funds, and European Commission, as well as the development of new partnerships with the private sector and NGOs.

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NATURAL SCIENCES SECTOR

Posts Summary

HQS:
RP: D+ = 5, P = 43, G = 35, Total = 83
EXB: D+ = 0, P = 17, G = 4, Total = 21

FIELD:
RP: D+ = 0, P = 31.5, NPO = 12, G = 0, Total = 43.5
EXB: D+ = 4, P = 14, NPO = 1, G = 2, Total = 21

Total
RP: D+ = 5, P = 74.5, NPO = 12, G = 35, Total = 126.5
EXB: D+ = 4, P = 31, NPO = 1, G = 6, Total = 42

OFFICE OF THE ADG/SC

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 0, G = 1, Total = 2

EXECUTIVE OFFICE (SC/EO)

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 2.5, G = 10, Total = 12.5
EXB: D+ = 0, P = 1, G = 0, Total = 1

SECRETARIAT OF THE INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION (IOC)*

- OFFICE OF THE EXECUTIVE SECRETARY/IOC
- ADMINISTRATIVE UNIT
- OCEAN OBSERVATION & SERVICES (IOC/OOS)
- OCEAN SCIENCE SECTION (IOC/OSC)
- TSUNAMI UNIT (IOC/TSU)
- MARINE POLICY AND REGIONAL COORDINATION UNIT (IOC/MPR)

Proposed No. of HQ Posts ($507M):
RP: D+ = 1, P = 9.5, G = 6, Total = 16.5
EXB: D+ = 0, P = 8, G = 2, Total = 10

* For presentational reasons, IOC field staff are shown below by region

DIVISION OF WATER SCIENCES (SC/HYD)

- OFFICE OF THE DIRECTOR
  IHP Secretariat
- HYDROLOGICAL CHANGES AND WATER SCARCITY (SC/HYD/HSS)
- ECO-HYDROLOGY AND WATER QUALITY AND WATER EDUCATION (SC/HYD/EQE)
- GROUNDWATER SYSTEMS AND SETTLEMENTS (SC/HYD/GSS)

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 8, G = 6, Total = 15
EXB: D+ = 0, P = 2, G = 1, Total = 3

DIVISION OF ECOLOGICAL AND EARTH SCIENCES (SC/EES)

- OFFICE OF THE DIRECTOR
  MAB Secretariat
  IGCP Secretariat
- MAB RESEARCH AND POLICY: ECOLOGY AND BIODIVERSITY (SC/EES/ESP)
- MAB NETWORKING: BIOSPHERE RESERVES AND CAPACITY BUILDING (SC/EES/NBC)
- SECTION OF EARTH SCIENCES AND NATURAL DISASTER RISK REDUCTION (SC/EES/NDR)

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 9, G = 5, Total = 15
EXB: D+ = 0, P = 2, G = 1, Total = 3

DIVISION OF SCIENCE POLICY AND CAPACITY BUILDING (SC/PCB)

- OFFICE OF THE DIRECTOR
  IBSP Secretariat
- SCIENCE POLICY & PARTNERSHIPS SECTION (SC/PCB/SPP)
- SECTION FOR CAPACITY BUILDING IN SCIENCE AND ENGINEERING (SC/PCB/CB)
- SMALL ISLANDS & INDIGENOUS KNOWLEDGE (SC/PCB/SII)

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 14, G = 7, Total = 22
EXB: D+ = 0, P = 4, G = 0, Total = 4

FIELD

AFRICA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 11, NPO = 4, G = 0, Total = 15
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

Of which IOC:
RP: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

ARAB STATES

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 3, NPO = 2, G = 0, Total = 5
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

Of which IOC:
RP: D+ = 0, P = 0, NPO = 0, G = 0, Total = 0
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

ASIA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 7, NPO = 5, G = 0, Total = 12
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

Of which IOC:
RP: D+ = 0, P = 1, NPO = 1.5, G = 0, Total = 2.5
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

EUROPE AND NORTH AMERICA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 5.5, NPO = 0, G = 0, Total = 5.5
EXB: D+ = 0, P = 5, NPO = 0, G = 0, Total = 5

Of which IOC:
RP: D+ = 0, P = 2.5, NPO = 0, G = 0, Total = 2.5
EXB: D+ = 0, P = 5, NPO = 0, G = 0, Total = 5

LATIN AMERICA AND THE CARIBEEAN

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 5, NPO = 1, G = 0, Total = 6
EXB: D+ = 0, P = 2, NPO = 1, G = 1, Total = 4

Of which IOC:
RP: D+ = 0, P = 0.2, NPO = 0, G = 0, Total = 0.2
EXB: D+ = 0, P = 1, NPO = 0, G = 1, Total = 2

SC INSTITUTES

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 0, NPO = 0, G = 0, Total = 0
EXB: D+ = 4, P =4, NPO = 0, G = 1, Total = 9

SOCIAL AND HUMAN SCIENCES SECTOR

37. The Social and Human Sciences Sector will continue to be headed by an Assistant Director-General, who will report directly to the Director-General. The Social and Human Sciences Sector will be composed of the Office of the Assistant Director-General, the Executive and Administrative Offices, the Division of Social Transformations and Intercultural Dialogue, and the Division of Ethics, Youth and Sport, which report to the ADG/SHS.

Executive and Administrative Offices[4]

38. The Executive Office (EO) and Administrative Unit (AO) will continue to provide policy advice and management support to the ADG. The Executive Office is responsible for the coordination of programme planning, monitoring and reporting, including the development of all statutory programmes (C/4 and C/5) and coordinating inputs and ensuring quality assurance on all governing body documents. It also coordinates the Sector's communications activities, publications and information, as well as knowledge management. The Administrative Unit will continue to be in charge of all aspects of the budgetary, financial and general administration of the Sector, including human resources management.

Division of Social Transformations and Intercultural Dialogue

39. This Division will support Member States in developing innovative inclusive policies to accompany and anticipate social transformations, and to foster intercultural dialogue. Providing the Secretariat to the intergovernmental Management of Social Transformations (MOST) Programme, it will strengthen links between scientific research and policy-making; build human and institutional capacities for the implementation of public policies; and develop UNESCO's leadership role as a laboratory of ideas and a forum for foresight. It will also be responsible for the lead role entrusted to UNESCO by United Nations General Assembly resolution 67/104 for the International Decade for the Rapprochement of Cultures (2013-2022).

Research, Policy and Foresight Section

40. The Section's main focus of work will be on strengthening the research in social and human sciences at the national level and enhance the link with policy-making as well as fostering the global reflection and stimulating critical thinking and foresight on issues pertaining to social transformations and intercultural dialogue. It will encourage policy-dialogue with governments, civil society and other partners.

Public Policies and Capacity Building Section

41. This Section will be responsible for building human and institutional capacities at the national and municipal levels to assess, compare, and reform national policy and regulatory frameworks with a view to enhancing their inclusiveness. It will also be in charge of launching new initiatives and knowledge networks for intercultural dialogue in cooperation with existing partners and networks. Furthermore, it will coordinate the culture of peace programme.

Division of Ethics, Youth and Sport

42. This Division will lead reflections with respect to environmental, legal and social dimensions of ethics of science and technology, building on the established strengths of its programmes including bioethics, science ethics, ethics of nanotechnologies and environmental ethics. It will also have the dual responsibility for the youth programme and the sport and anti-doping programme.

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4 The structure of the Executive and Administrative Offices currently shown under the five Major Programmes is not final, and may change based on the conclusions of the EO/AO reform which are still being finalized. Additional information concerning the EO/AO reform is provided in 194 EX/4 Part III and 194 EX/4.INF (Target 13).

Bioethics and Ethics of Sciences and Technology (EST) Section

43. This Section will be responsible for the flagship programme on bioethics, fostering the implementation of existing normative instruments in the field of bioethics. It is entrusted with the task of reflecting on new emerging challenges in the field of ethics of sciences and technology. The Section ensures the Secretariat of the Intergovernmental Bioethics Committee, (IGBC), the International Bioethics Committee (IBC) and the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST).

Youth and Sport Section

44. This Section will coordinate the implementation of the UNESCO Operational Strategy on Youth across the Organization. It will also have the responsibility for implementing the specific programme pertaining to youth in Major Programme III as well as the organization of the Youth Forum. The Section is also entrusted with the coordination of the sport programme mainly the follow-up to MINEPS V and management of the Secretariat of the International Convention against doping in sport and of the Intergovernmental Committee for Physical Education and Sport (CIGEPS).

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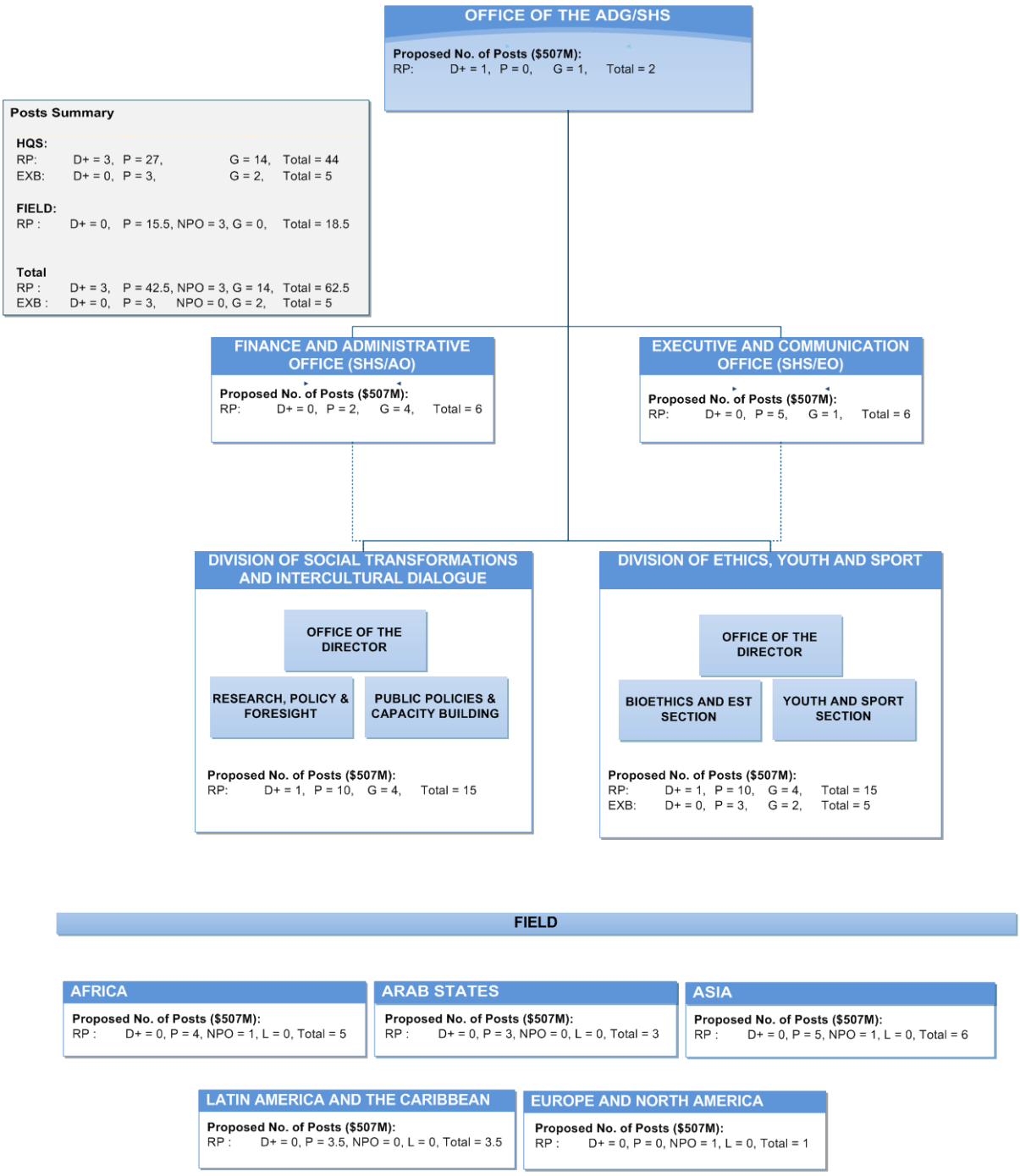
SOCIAL AND HUMAN SCIENCES SECTOR



CULTURE SECTOR

45. The Culture Sector will continue to be headed by an Assistant Director-General, who will report directly to the Director-General. It will be composed of the Office of the Assistant Director-General, Executive and Administrative Offices, an Emergency Prevention and Recovery Unit, a Conventions Common Services Unit, the Division for Creativity and a Division for Heritage. These divisions/units report directly to ADG/CLT.

46. Within the Office of the Assistant Director-General for Culture, the Executive Office (CLT/EO) and Administrative Office (CLT/AO)[5] are responsible for providing policy advice and management support to ADG/CLT in overseeing the strategic orientation and implementation of the Sector's programme and human and financial resources. It also coordinates input and ensures quality assurance on all governing body documents and briefings for senior management and external partners, as well as driving partnership development, fund-raising and knowledge management.

47. The Conventions Common Services Unit (CLT/CCS) reports directly to the Assistant Director-General for Culture and provides a common platform of pooled resources serving all Cultural Conventions for common needs in the area of: (i) communication, outreach and partnerships, and (ii) logistical aspects of statutory meetings.

48. The Emergency Preparedness and Response Unit (CLT/EPR) reports directly to the Assistant Director-General for Culture and is responsible for developing and disseminating CLT policies and resource materials and supporting the conception and implementation of capacity-building and technical assistance activities related to emergency preparedness and response for cultural and natural heritage; as well as coordinating the Sector's response to emergencies, including in the framework of Post-Disaster Needs Assessments (PDNAs) and Post-Conflict Needs Assessment (PCNA).

49. **The Division for Heritage** (CLT/HER) is responsible for the implementation of the 1972 World Heritage Convention; the 1954 Convention for the Protection of Cultural Property in the case of Armed Conflict and its two Protocols (1954 and 1999); the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Cultural Property, the 2001 Convention on the Protection of the Underwater Cultural Heritage, as well as thematic programmes related to history and memory. It will be composed of the World Heritage Centre, the History and Memory for Development and Dialogue Team, and the Cultural Heritage Protection Treaties Section.

50. Within this new structure, the World Heritage Centre (CLT/HER/WHC) is responsible for the implementation of the World Heritage Convention including the implementation of the key priorities and Decisions of the World Heritage Governing Bodies.

51. The Section for Cultural Heritage Protection Treaties (CLT/HER/CHP) is responsible for the implementation of statutory activities related to the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and its two Protocols (1954 and 1999), the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and the 2001 Convention on the Protection of the Underwater Cultural Heritage. The Section also provides the Secretariat of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation.

52. The History and Memory for Development and Dialogue Team (CLT/HER/HMD) is responsible for managing the Slave Route Project in close cooperation with field offices as well as

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5 The structure of the Executive and Administrative Offices currently shown under the five Major Programmes is not final, and may change based on the conclusions of the EO/AO reform which are still being finalized. Additional information concerning the EO/AO reform is provided in 194 EX/4 Part III and 194 EX/4.INF (Target 13).

the completion of the Pedagogical Utilization of the General History of Africa, and related extrabudgetary thematic initiatives.

53. **The Division for Creativity** (CLT/CRE) is responsible for the implementation of the 2003 Convention on the Safeguarding of the Intangible Culture Heritage and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions; as well as extrabudgetary thematic programmes including the International Fund for the Promotion of Culture; the Creative Cities Network, and Arts Education. It will be comprised of the Section for Intangible Heritage, the Section for the Diversity of Cultural Expressions, and IFPC.

54. The Section for Intangible Heritage (CLT/CRE/ITH) is responsible for the implementation of statutory activities of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, including the implementation of the key priorities and Decisions of the Convention's Governing Bodies.

55. The Section for the Diversity of Cultural Expressions (CLT/CRE/DCE) is dedicated to the implementation of statutory activities of the 2005 Convention on the Diversity of Cultural Expressions, including the implementation of the key priorities and Decisions of the Convention's Governing Bodies, as well as the monitoring and implementation of two related legal instruments: the Recommendation on the Status of the Artist (1980) and the Universal Copyright Convention (1952).

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CULTURE SECTOR

OFFICE OF THE ADG/CLT

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 0, G = 1, Total = 2

Posts Summary

HQS:
RP: D+ = 3, P = 46, G = 33, Total = 82
EXB: D+ = 0, P = 45, G = 5, Total = 50

FIELD:
RP: D+ = 0, P = 28, NPO = 20.5, G = 0, Total = 48.5
EXB: D+ = 0, P = 4, NPO = 0, G = 0, Total = 4

Total
RP: D+ = 3, P = 74, NPO = 20.5, G = 33, Total = 130.5
EXB: D+ = 0, P = 49, NPO = 0, G = 5, Total = 54

EXECUTIVE OFFICE (CLT/EO & AO)

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 6, G = 4, Total = 10
EXB: D+ = 0, P = 1, G = 0, Total = 1

CONVENTIONS COMMON SERVICES UNIT (CLT/CCS)

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 4, G = 7, Total = 11
EXB: D+ = 0, P = 3, G = 0, Total = 3

EMERGENCY PREPAREDNESS AND RESPONSE UNIT (CLT/EPR)

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 1, G = 1, Total = 2

DIVISION FOR CREATIVITY (CLT/CRE)

OFFICE OF THE DIRECTOR

INTANGIBLE CULTURAL HERITAGE SECTION (CLT/CRE/ITH)

DIVERSITY OF CULTURAL EXPRESSIONS SECTION (CLT/CRE/DCE)

IFPC CREATIVE CITIES ETC.

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 14, G = 9, Total = 24
EXB: D+ = 0, P = 12, G = 1, Total = 13

DIVISION FOR HERITAGE (CLT/HER)

OFFICE OF THE DIRECTOR

WORLD HERITAGE CENTRE (CLT/HER/WHC)

HISTORY AND MEMORY FOR DIALOGUE TEAM (CLT/HER/HMD)

CULTURAL HERITAGE PROTECTION TREATIES SECTION (CLT/HER/CHP)

Proposed No. of Posts ($507M):
RP: D+ = 1, P = 21, G = 11, Total = 33
EXB: D+ = 0, P = 29, G = 4, Total = 33

of which WHC:
RP: D+ = 1, P = 15, G = 8, Total = 24
EXB: D+ = 0, P = 20, G = 2, Total = 22

FIELD

AFRICA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 10, NPO = 10.5, G = 0, Total = 20.5
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

ARAB STATES

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 4, NPO = 1, G = 0, Total = 5
EXB: D+ = 0, P = 2, NPO = 0, G = 0, Total = 2

ASIA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 7, NPO = 6, G = 0, Total = 13

EUROPE AND NORTH AMERICA

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 1, NPO = 1, G = 0, Total = 2
EXB: D+ = 0, P = 1, NPO = 0, G = 0, Total = 1

LATIN AMERICA AND THE CARIBBEAN

Proposed No. of Posts ($507M):
RP: D+ = 0, P = 6, NPO = 2, G = 0, Total = 8

COMMUNICATION AND INFORMATION SECTOR

56. The Communication and Information Sector will be headed by the Deputy Director-General, who will report directly to the Director-General. The Communication and Information Sector will be composed of the Executive and Administrative Offices, the Division of Freedom of Expression and Media Development, and the Knowledge Societies Division.

57. The Executive Office of the CI Sector (CI/EO)[6] serves as the hub for coordinating delivery of the CI programme. CI/EO is responsible for organizing, consolidating and harmonizing the Sector's contribution to the eight-year medium-term strategy (C/4), and the Programme and Budget (C/5) and its corresponding biennial work plans. A major responsibility also includes providing strategic managerial support to ensure the smooth running of the Sector and its programme. Coordinating/consolidating/harmonizing numerous requests from central services such as ODG, ERI and BSP for providing information, briefings, and reports are also managed by CI/EO. CI/EO has the responsibility of representing the Sector at the various coordination and management working groups and meetings such as Annual Review meetings of donors. CI/EO is the focal point of the Sector for providing information/feedback and validation for other in-house services such as HRM, ERI, BSP, MSS, and DKI.

58. The Administrative Unit of the CI Sector (CI/AO) serves as the unit responsible for providing various administrative functions such as processing financial and human resource transactions and monitoring its correct implementation. In collaboration with CI/EO, CI/AO also plans and prepares the budget of the C/5 and ensures that the corresponding work plans are harmonized with the budget approved by the General Conference. CI/AO also ensures financial controls in the CI Sector and adherence to the financial, human resources and administrative rules of the Organization in all its transactions. CI/AO also acts as the focal point for the Sector with BFM, MSS and for routine day-to-day HRM transactions.

Division of Freedom of Expression and Media Development (CI/FEM)

59. This Division serves to implement activities to promote the free flow of information on all media platforms (online and offline) in terms of awareness-raising, research and capacity building. Within CI/FEM, three sub-structures work with (a) contextual issues, (b) media institutions, and (c) audience participation in media.

(a) The Section for Freedom of Expression (CI/FEM/FOE) works towards sensitizing governments, public institutions and civil society on freedom of expression and freedom of the press, assists Member States in developing standards and legal instruments for press freedom and freedom of information in accordance with internally recognized standards, celebrates World Press Freedom Day and promotes the safety of journalists worldwide.

(b) The Secretariat of the International Programme for the Development of Communication (IPDC) mobilizes international support for media projects, oversees UNESCO's Media Development Indicators, and promotes excellence in journalism education.

(c) The Section for Media Development and Society fosters media pluralism through promoting community media, gender equality in media as well as media and information literacy and the observance of the UNESCO-proclaimed World Radio Day.

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6 The structure of the Executive and Administrative Offices currently shown under the five Major Programmes is not final, and may change based on the conclusions of the EO/AO reform which are still being finalized. Additional information concerning the EO/AO reform is provided in 194 EX/4 Part III and 194 EX/4.INF (Target 13).

Knowledge Societies Division (CI/KSD)

60. This Division serves to coordinate UNESCO's overall contribution to enhance and cultivate competencies to access, preserve, create and share information and knowledge through the strategic use of information and communication technologies (ICTs). It is comprised of the Section for Universal Access and Preservation and the Section for ICT in Education, Science and Culture

(a) The Section for Universal Access and Preservation (CI/KSD/UAP) ensures the follow-up to the World Summit on the Information Society; fosters awareness of the world's rich documentary heritage through the Memory of the World Programme; and promotes multilingualism in cyberspace. It also serves as the Secretariat for the intergovernmental Information for All Programme (IFAP), assisting Member States in elaborating national information policy frameworks.

(b) The Section for ICT in Education, Science and Culture (CI/KSD/ICT) implements the Open Solutions Programme, harnessing Open Educational Resources (OER), Open Access to scientific information (OA), and Free and Open Source Software (FOSS) solutions for sustainable development and flexible learning, including for marginalized social groups.

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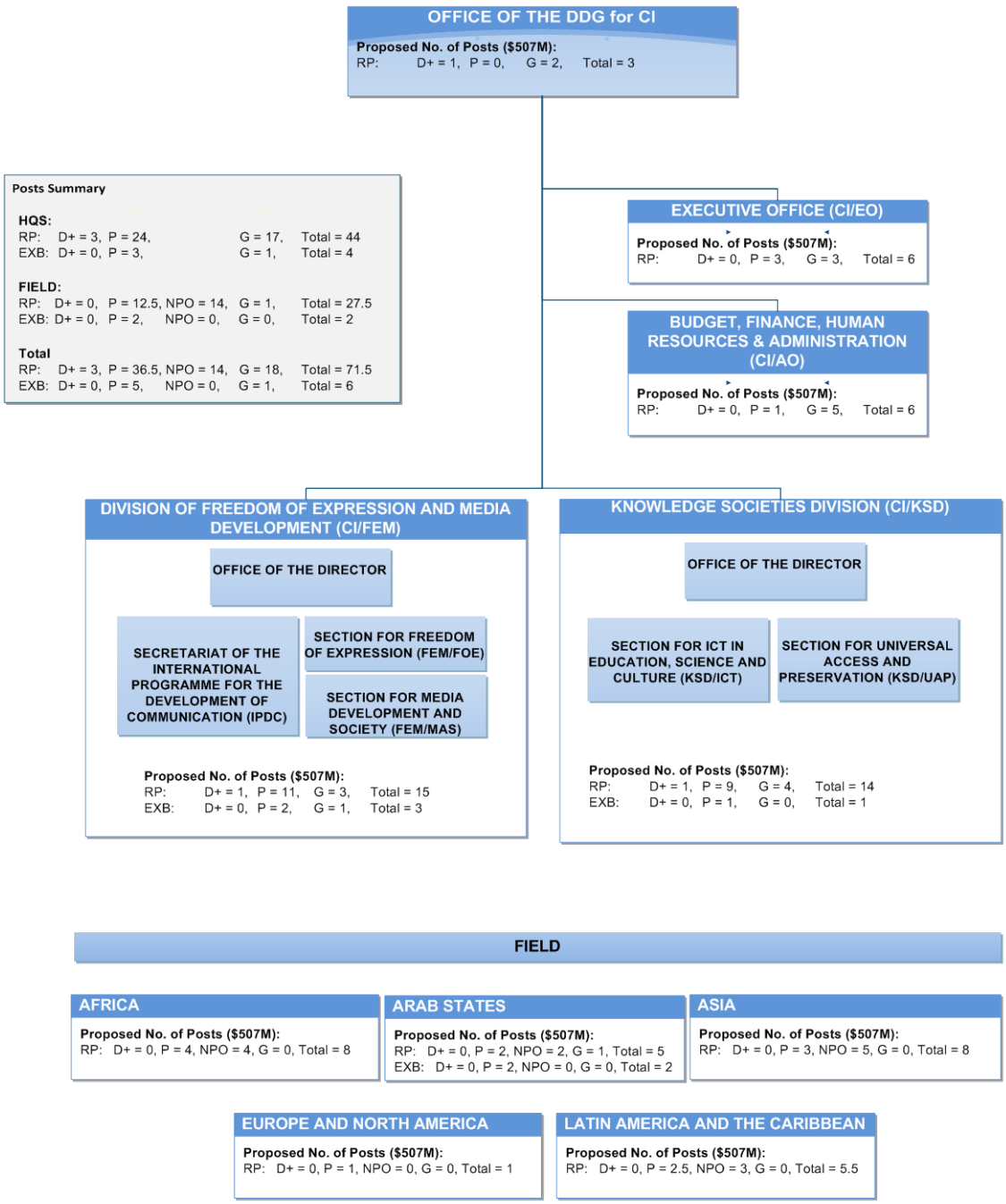
COMMUNICATION AND INFORMATION SECTOR



AFRICA DEPARTMENT

61. The Africa Department (AFR) will continue to be headed by an Assistant Director-General who reports directly to the Director-General. It is in charge of the institutional and intersectoral coordination of Global Priority Africa and of its related reports and major initiatives. It assures the follow-up of the implementation of Priority Africa operational strategy in close collaboration with the various Organization's entities and external partners. It serves as the focal point for UNESCO's relations with African Member States, the African Union and Africa's Regional Economic Communities, in close consultation with programme sectors, the UNESCO Liaison Office in Addis Ababa and the field offices concerned. In the context of the reform of UNESCO's field network in Africa,[7] it provides support for the five multisectoral regional offices, and the category 1 institutes active in the region, backed by a mechanism of regular consultations between regional offices and Headquarters, and works for a better integration of UNESCO's programme into United Nations' regional mechanisms in Africa.

62. The Department ensures that a specific strategy for partners and resource mobilization in view of the smooth implementation of the flagship programmes is developed in close cooperation with BSP, sectors, and regional offices. This strategy places a strong emphasis on inter-African and South-South partnerships, and partnerships with regional Banks and the private sector, while enhancing North-South and North-South-South cooperation.

63. UNESCO's action for Priority Africa will be supported by a communication strategy aimed at mobilizing action in order to strengthen partners' support, and foster a shared understanding of Priority Africa by all stakeholders. The Africa Department, ERI, field offices and sectors will play a key role in the implementation of this communication strategy.

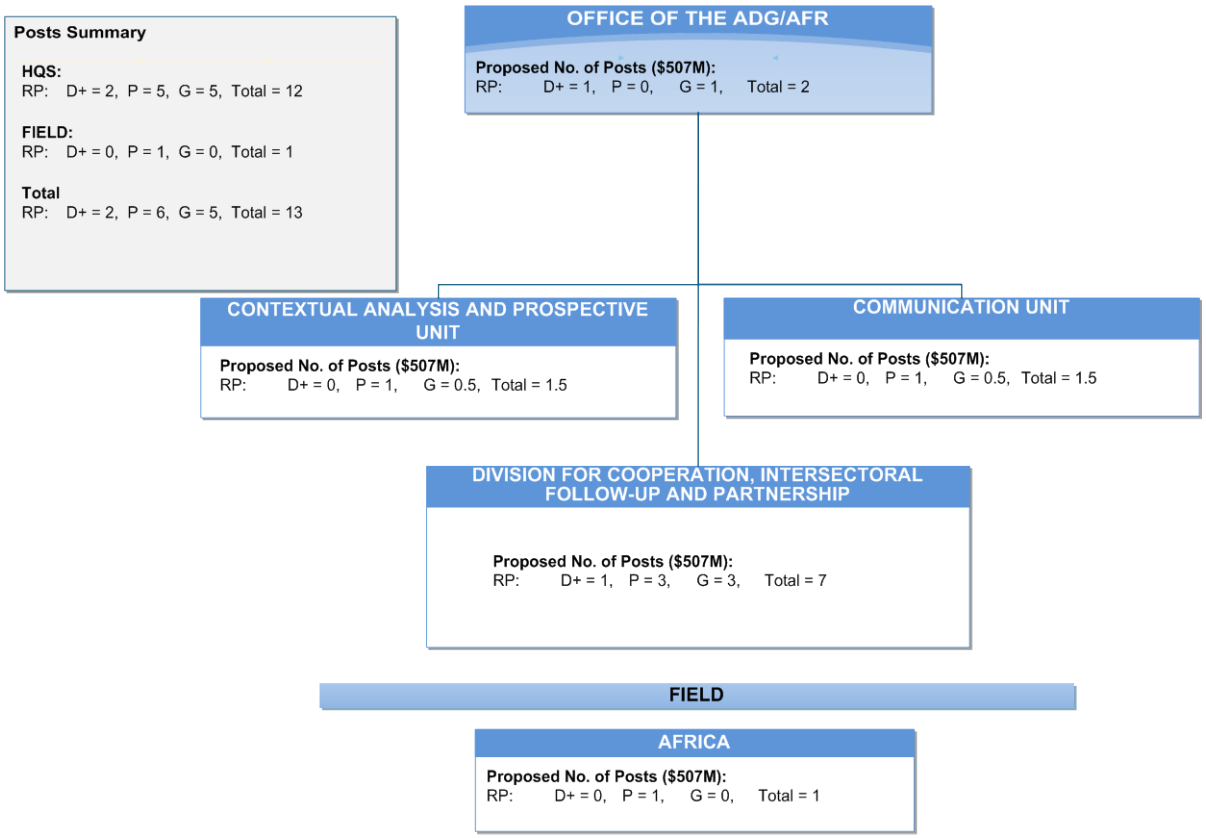
64. Finally, the Department will coordinate future-oriented thinking on Africa, through forward-looking research and studies to ensure coherence and efficiency in implementing Priority Africa. This will involve experts from Africa and outside Africa.

65. The Africa Department will be composed of the Office of the Assistant Director-General, a Contextual Analysis and Prospective Unit, a Communications Unit, and the Division for Cooperation, Intersectoral Follow-up and Partnership.

Division for Cooperation, Intersectoral Follow-up and Partnership (CIP)

66. The Division for Cooperation, Intersectoral Follow-up and Partnership is tasked with: coordinating the cooperation with Member States and African regional organizations; reinforcing partnerships for the operational strategy for Priority Africa; and following-up with various actors within the Organization concerning the implementation of flagship programmes and other related initiatives.

[7] Details of UNESCO's Reformed Field Network in Africa can be found in Ivory Note DG/Note/14/2 of 3 January 2014.



MANAGEMENT SUPPORT SERVICES

67. The Bureau for the Management of Support Services will be headed a Director (D-2), who will report directly to the Director-General. MSS will now be composed of the Division of Conferences, Languages and Documents, and three sections: the Buildings Section, Operations Section and Security Section; which report to the Director of MSS.

Division of Conferences, Languages and Documents

68. The Division of Conferences, Languages and Documents, will continue to be headed by a D-1, who in turn reports directly to the Director of MSS. MSS/CLD will be comprised of: the Documents Management Section, the Conferences and Cultural Events Management Section, six Language Services Units, and the Translation Operations Unit.

69. The Documents Management Section (MSS/CLD/D) is responsible for all planning, production (graphic design, layout, printing, electronic publications) and distribution of information materials (documents, publications, communication materials), either in hard copy or soft copy, through internal production capacity or via outsourcing. It is also tasked with mail services for the Secretariat and Permanent Delegations, centralized management of stocks of publications, the management and use of the contact database of official addresses.

70. The Conferences and Cultural Events Management Section (MSS/CLD/C) is responsible for the overall management cycle for conferences, meetings and cultural events from conception through to delivery (including planning, interpretation, and technical, logistical and operational support). It acts as a one-stop service for the Secretariat, Member States, NGOs, IGOs and external clients wishing to organize conferences, meetings or cultural events. It also provides technical support for the General Conference and for UNESCO meetings away from Headquarters. In addition, the section also acts as secretary to the Organization's Works of Art Committee and is responsible for the management of the works of art of UNESCO.

71. The six Language Services Units are responsible for translating into the six official languages, materials emanating from the Office of the Director-General, administrative texts, documents for the governing bodies and intergovernmental bodies, flagship publications and documents for statutory conferences and meetings.

72. The Translation Operations Unit (MSS/CLD/TOU) provides language, administrative and secretarial support to the language units and manages outsourcing of translation.

Buildings Section

73. The Buildings Section (MSS/BTM) will continue to be responsible for the maintenance, conservation and renovation of the premises and related facilities of UNESCO Headquarters; the management and rental of office space at Headquarters; and the coordination of efforts to integrate greening initiatives into UNESCO's operational practices. It comprises two units: the Technical Unit and the Architectural Unit which report to Director of MSS.

(a) The Architectural Unit is responsible for: the management and maintenance of interior and exterior spaces, managing requests to rearrange office spaces, and for managing the rental of premises.

(b) The Technical Unit is in charge of the conservation and maintenance of the technical installations (electricity, air conditioning, heating, plumbing, etc.) and of managing the exploitation budget for the Headquarters premises.

Operations Section

74. The Operations Section (MSS/OPS) reports directly to the Director of MSS and coordinates the work of the various organizational entities of MSS and of the permanent committees placed under MSS, including the Headquarters Committee. It will be responsible:

(a) for the procurement of common goods, works and services for the UNESCO Headquarters via the Headquarters Procurement Unit;

(b) for the management of the Headquarters property and insurance portfolio through the Headquarters Property Unit; and

(c) to provide corporate support in the areas of travel, transportation and auxiliary services management via the External Services Unit.

Security Section

75. The Security Section (MSS/SEC) reports to the Director of MSS and will be responsible for providing services related to security, fire safety, transport, and reception of visitors and deliveries, in accordance with the Organization's Headquarters Agreement. In addition, the Section will now also be responsible for managing security issues in the field offices. It will be composed of two main units: a Unit responsible for security at Headquarters and a Unit responsible for Security in the field offices.

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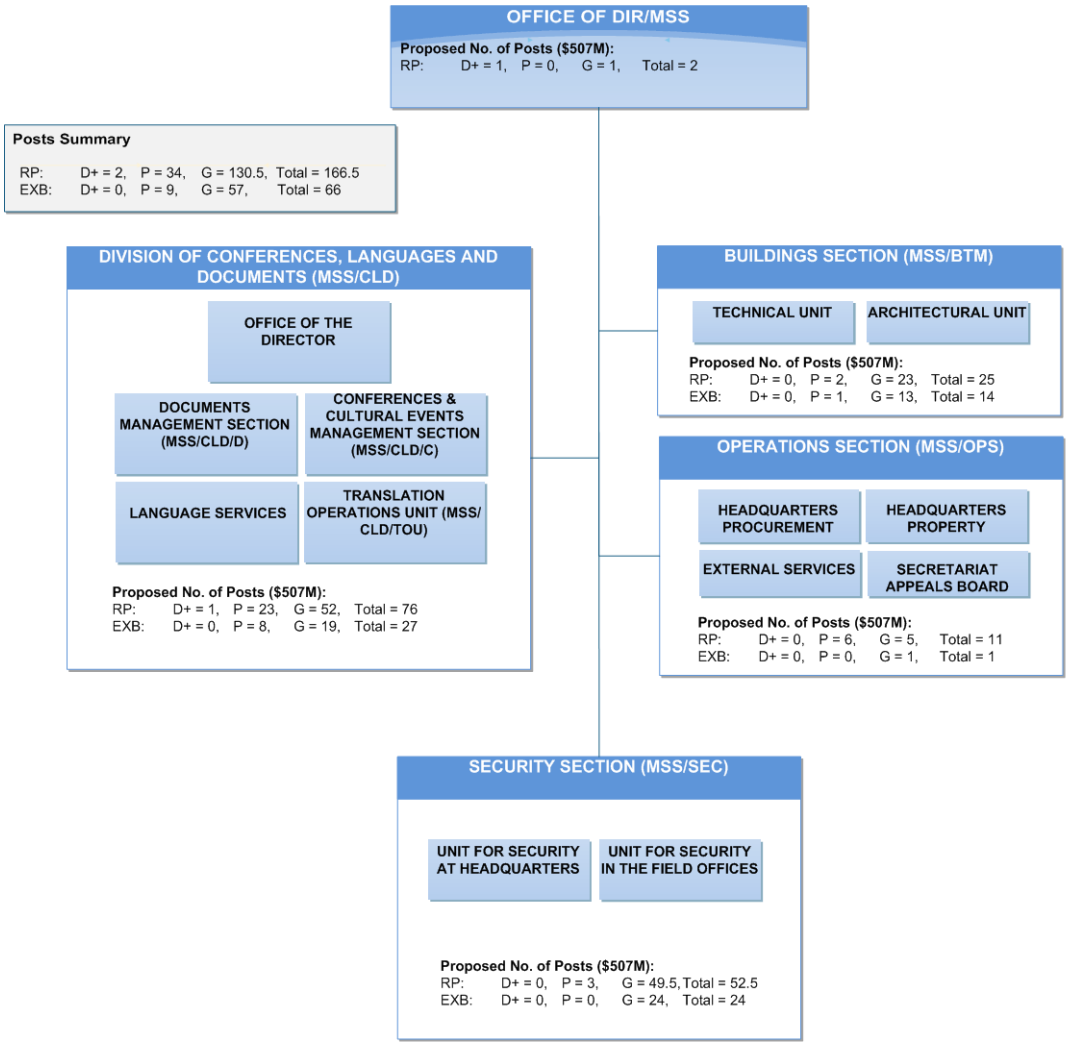
MANAGEMENT OF SUPPORT SERVICES



DIVISION OF KNOWLEDGE AND INFORMATION SYSTEMS MANAGEMENT (DKI)

76. With regard to the former Bureau of Knowledge and Information Systems Management, the Director-General has decided to re-position this bureau within the Office of the Director-General, to give it the appropriate platform and standing it needs to exercise its mandate in full. The Bureau will also be renamed the **Division of Knowledge and Information Systems Management (DKI)** to reflect its division status. While DKI will be positioned under ODG's administrative supervision, it will also report functionally to the Knowledge and Information Technology Management Advisory Board. DKI will continue to be managed by the Chief Informations Officer (CIO) (D-1), who will now report to the Deputy Director-General.

77. DKI will be comprised of six section/units/teams which will report directly to the CIO: the Business Processes and Projects Management Team, the Library and Archives Unit, the Collaboration and Repository Unit, the Functional Application Management Unit, the Application Development Unit, and the Operations and Support Section.

Office of the Chief Informations Officer (CIO)

78. The Office of the CIO will *inter alia*, ensure the adequate management of the Knowledge Management and Information Technology Strategy, and the development and monitoring of the yearly action plans, as well as the effective alignment with business partners to ensure business process improvement. The Business Processes and Projects Management Team which will be located within the Office of the CIO will provide portfolio management of the action plans and project reviews.

The Library and Archives Unit

79. This Unit serves the Organization by building and preserving UNESCO's institutional memory through effective archives and records management. It will provide and facilitate structured access to information relating to UNESCO's activities, programmes and strategies, for user groups both internal and external.

Collaboration and Repository Unit

80. This Unit will focus on structuring information, documents, multimedia and knowledge in such a way that it is easily accessible by internal and external stakeholders. This will include the development and functional maintenance of collaboration tools and repositories as well as providing advice, best practices and training on usage. This team will also address the challenges of open access and support paper-smart initiatives.

Functional Application Management Unit

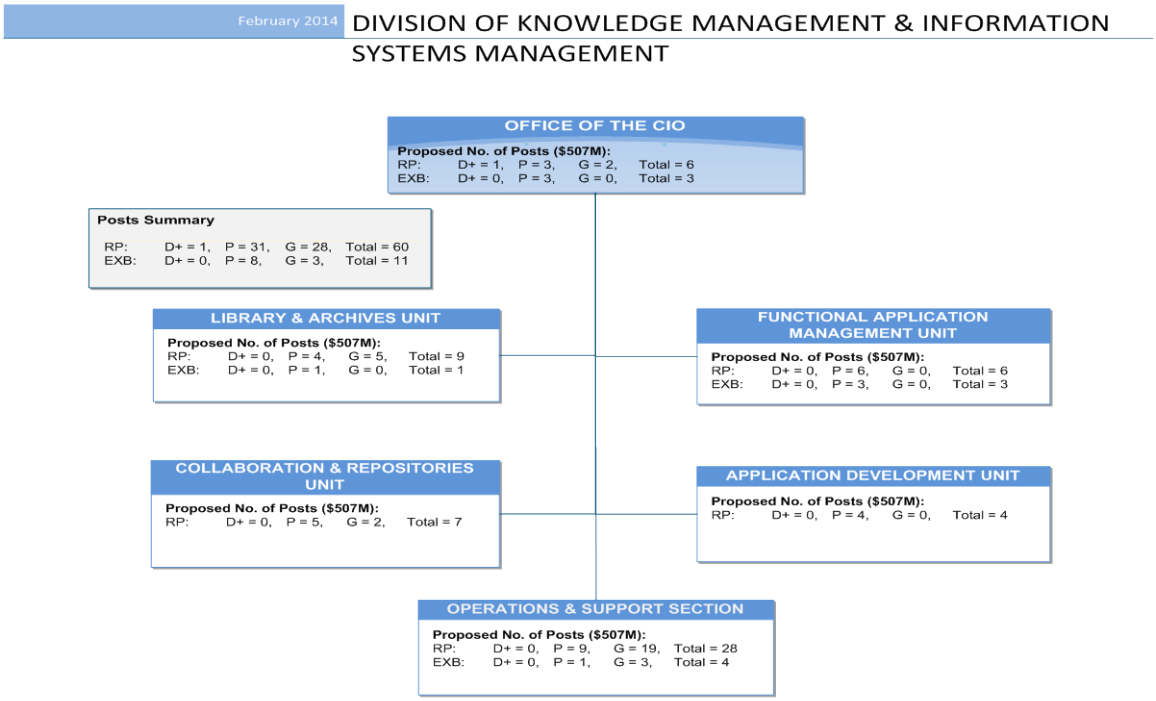
81. This Unit will provide services to further develop, support and maintain business applications (including those based on SAP). It works closely with sectors and bureaux across the Organization to define requirements and to develop and implement tools improving the Information Technology support for institutional policies and work processes targeting an effective management of financial, human and other resources.

Application Development Unit

82. This Unit will provide services to further develop, support and maintain custom built applications including the integration with SAP. Its focus is on workflow-based, user-friendly applications that simplify processes and improve the effectiveness of staff.

Operations and Support Section

83. This Section forms the basis for all other information technology (ICT) services, and consists of the tools and techniques required to plan, build and manage the global ICT environment. This section not only develops and maintains the house wide ICT infrastructure, but also operates the ICT service desk and telephone and sound services. In addition, this section is responsible for a range of hardware and software-related services, including desktop computing, and for providing global data and voice communications services. It is also responsible for information security and related policies.



Annex I – List of field offices by Region

Region/Office	Office Type	Country Coverage
Africa		
UNESCO Liaison Office in Addis Ababa	Liaison & National Office	Liaison Office to the African Union and the United Nations Economic Commission for Africa; and National Office for Ethiopia
UNESCO Office in Abidjan	National Office	Côte d'Ivoire
UNESCO Office in Abuja	Multi Sectoral Regional Office	West Africa: Benin, Côte d'Ivoire, Ghana, Guinea, Liberia, Nigeria, Sierra Leone, Togo
UNESCO Office in Accra	National Office	Ghana
UNESCO Office in Bamako	National Office	Mali
UNESCO Office in Brazzaville	National Office	Congo
UNESCO Office in Dakar	Multi Sectoral Regional Office	West Africa (Sahel): Burkina Faso, Cape Verde, Gambia, Guinea Bissau, Mali, Niger, Senegal
UNESCO Office in Dar-es-Salaam	National Office	Tanzania
UNESCO Office in Harare	Multi Sectoral Regional Office	Southern Africa: Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe
UNESCO Office in Juba	National Office	The Republic of South Sudan
UNESCO Office in Kinshasa	National Office	The Democratic Republic of Congo
UNESCO Office in Libreville	National Office	Gabon
UNESCO Office in Maputo	National Office	Mozambique
UNESCO Office in Nairobi	Multi Sectoral Regional Office	East Africa: Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania
UNESCO Office in Windhoek	National Office	Namibia
UNESCO Office in Yaoundé	Multi Sectoral Regional Office	Central Africa: Angola, Burundi, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Sao Tome and Principe
	House for a Culture of Peace (Bujumbura)	
	Project Antenna/Desks	Antanarivo, Bangui, Comoros, Cotonou, Djibouti, Gaborone, Johannesburg, Kampala, Kigali, Lilongwe, Luanda, Lusaka, Monrovia, N'djamena
Arab States		
UNESCO Office in Amman	National Office	Jordan
UNESCO Office in Beirut	Regional & Cluster	Regional Bureau for Education in the Arab States; and Cluster Office to Lebanon, Syria, Jordan, Iraq, the Palestinian Territories.
UNESCO Office in Cairo	Regional & Cluster	Regional Bureau for Sciences in the Arab States; and Cluster Office for Egypt, Libya, Sudan.
UNESCO Office in Doha	Cluster Office	Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates, Yemen

Region/Office	Office Type	Country Coverage
UNESCO Office for Iraq	National Office	Iraq
UNESCO Office in Khartoum	National Office	Sudan
UNESCO Office in Rabat	Cluster Office	Algeria, Mauritania, Morocco, Tunisia
UNESCO Office in Ramallah	National Office	The Palestinian Territories
Asia and Pacific		
UNESCO Office in Almaty	Cluster Office	Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan
UNESCO Office in Apia	Cluster Office	Australia, Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, Tokelau (Associate Member)
UNESCO Office in Bangkok	Regional & Cluster	Regional Bureau for Education in Asia and the Pacific; and Cluster Office to Thailand, Myanmar, Lao PDR, Singapore, Viet Nam, Cambodia.
UNESCO Office in Beijing	Cluster Office	The Democratic People's Republic of Korea (DPRK), Japan, Mongolia, the People's Republic of China, the Republic of Korea (ROK)
UNESCO Office in Dhaka	National Office	Bangladesh
UNESCO Office in Hanoi	National Office	Viet Nam
UNESCO Office in Islamabad	National Office	Pakistan
UNESCO Office in Jakarta	Regional & Cluster	Regional Bureau for Sciences in Asia and the Pacific; and Cluster Office to Brunei Darussalam, Indonesia, Malaysia, the Philippines, Timor Leste.
UNESCO Office in Kabul	National Office	Afghanistan
UNESCO Office in Kathmandu	National Office	Nepal
UNESCO Office in New Delhi	Cluster Office	Bangladesh, Bhutan, India, Maldives, Nepal, Sri Lanka
UNESCO Office in Phnom Penh	National Office	Cambodia
UNESCO Office in Tashkent	National Office	Uzbekistan
UNESCO Office in Tehran	Cluster Office	Afghanistan, Islamic Republic of Iran, Pakistan, Turkmenistan
	Project Antenna/Desks	Dili, Yangon, Ulaanbaatar
Europe and North America		
UNESCO Liaison Office in Brussels	Liaison Office	The European Union and its subsidiaries bodies in Brussels
UNESCO Liaison Office in Geneva	Liaison Office	The United Nations in Geneva
UNESCO Liaison Office in New York	Liaison Office	The United Nations in New York
UNESCO Office in Moscow	Cluster Office	Armenia, Azerbaijan, Belarus, Republic of Moldova, the Russian Federation
UNESCO Office in Venice	Regional Bureau	Regional Bureau for Sciences and Culture in Europe and North America
	Project Antenna/Desks	Sarajevo

Region/Office	Office Type	Country Coverage
Latin America and the Caribbean		
UNESCO Office in Brasilia	National Office	Brazil
UNESCO Office in Guatemala	National Office	Guatemala
UNESCO Office in Havana	Regional & Cluster	Regional Bureau for Culture in Latin America and the Caribbean; and Cluster Office to Cuba, Dominican Republic, Haiti and Aruba.
UNESCO Office in Kingston	Cluster Office	Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saints Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Trinidad and Tobago as well as the associate member states of British Virgin Islands, Cayman Islands, Curaçao, Saint Maarten, Anguilla
UNESCO Office in Lima	National Office	Peru
UNESCO Office in Mexico	National Office	Mexico
UNESCO Office in Montevideo	Regional & Cluster	Regional Bureau for Sciences in Latin America and the Caribbean; and Cluster Office to Argentina, Brazil, Chile, Paraguay, Uruguay.
UNESCO Office in Port-au-Prince	National Office	Haiti
UNESCO Office in Quito	Cluster Office	Bolivia, Colombia, Ecuador, Peru, Venezuela
UNESCO Office in San José	Cluster Office	Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
UNESCO Office in Santiago de Chile	Regional & National	Regional Bureau for Education in Latin America and the Caribbean; and National Office to Chile.
	Project Antenna/Desks	Santo Domingo, Buenos Aires (Villa Ocampo)

Annex II – Overview Table of the Reformed UNESCO Field Network in Africa (as per DG/note/14/2 of 3 January 2014)

Regions	Country Coverage	Multisectoral Regional Office	National Office[1]	Project Antenna/Desk
West Africa (Sahel)	Burkina Faso, Cape Verde, Gambia, Guinea Bissau, Mali, Niger, Senegal	Dakar	Bamako	
West Africa	Benin, Côte d'Ivoire, Ghana, Guinea, Liberia, Nigeria, Sierra Leone, Togo	Abuja	Abidjan, Accra	Monrovia
East Africa	Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania	Nairobi	Addis Ababa[2], Dar-Es-Salaam, Juba	Antanarivo, Comoros, Djibouti, Kampala, Kigali,
Southern Africa	Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe	Harare	Maputo, Windhoek	Gaborone, Johannesburg, Lilongwe, Lusaka
Central Africa	Angola, Burundi, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Sao Tome and Principe	Yaoundé	Brazzaville, Kinshasa, Libreville	Luanda, N'djamena, Bangui
	47 Countries	**5 Regional Offices**	**11 National Offices**	**13 Project Antennas/Desks**

1 Excluding the former national office in Bujumbura, which was transformed and consolidated as the "House for a Culture of Peace" in Burundi.

2 The Addis Ababa Liaison office has a dual function as liaison office to the African Union and United Nations Economic Commission for Africa and as a national office for Ethiopia.

United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and ninety-fourth session

194 EX/3 Corr.

PARIS, 17 March 2014
English, French, Russian
and Chinese only

Item **3** of the provisional agenda

REPORT BY THE DIRECTOR-GENERAL ON THE APPLICATION OF RULE 59 OF THE RULES OF PROCEDURE OF THE EXECUTIVE BOARD

MAJOR CHANGES TO THE ORGANIZATIONAL STRUCTURE

CORRIGENDUM

With regard to the Division of Knowledge and Information Systems Management, the Collaboration and Repository Unit has been renamed the Knowledge Sharing and Document Access Team. This modification affects paragraph 77, the heading of paragraph 80, and the organizational chart for DKI of the English, French, Russian and Chinese versions only of the document which read as follows:

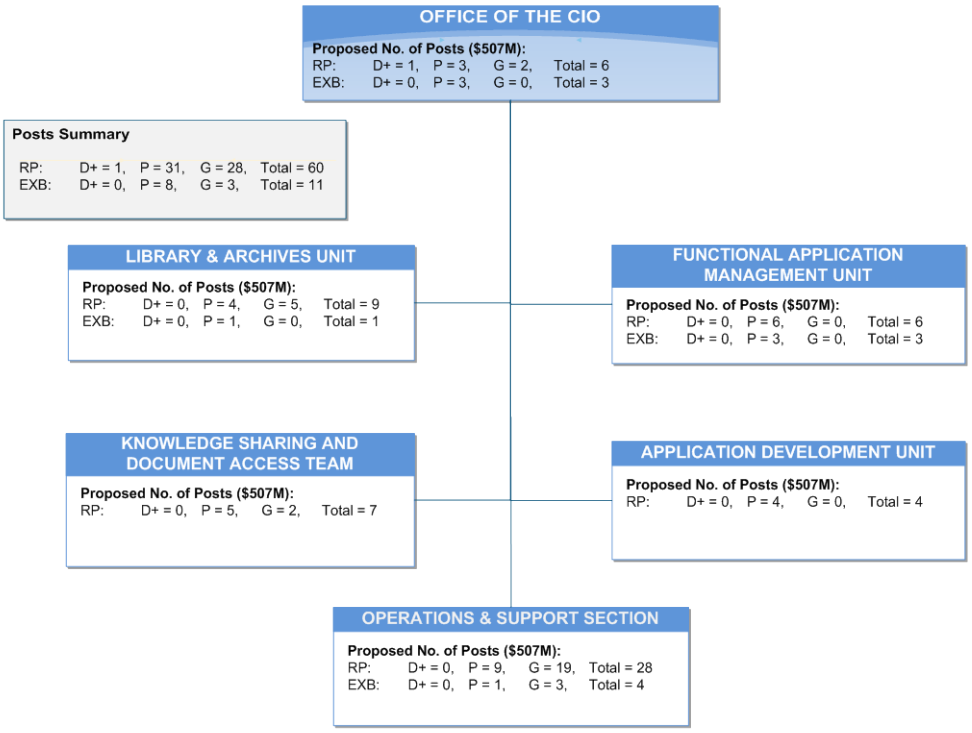
77. DKI will be comprised of six section/units/teams which will report directly to the CIO: the Business Processes and Projects Management Team, the Library and Archives Unit, the Knowledge Sharing and Document Access Team, the Functional Application Management Unit, the Application Development Unit, and the Operations and Support Section.

Knowledge Sharing and Document Access Team

80. This Unit will focus on structuring information, documents, multimedia and knowledge …".

February 2014

DIVISION OF KNOWLEDGE MANAGEMENT & INFORMATION SYSTEMS MANAGEMENT



United Nations
Educational, Scientific and
Cultural Organization

Executive Board
Hundred and ninety-fourth session

194 EX/3 Add.

PARIS, 1 April 2014
Original: French

Item **3** of the provisional agenda

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ADDENDUM

COMMENTS BY THE UNESCO STAFF UNION (STU)

Pursuant to Item 9.2.E of the UNESCO Administrative Manual, the UNESCO Staff Union (STU) submits its comments on these reports by the Director-General.

1. The changes to the organizational structure submitted by the Director-General have raised some serious concerns leading the UNESCO Staff Union (STU) to make a number of remarks in relation to the position of staff and the consequences in terms of the Organization's capacity to deliver the programme.

2. First, despite the Director-General's instructions since July 2013 and repeated calls from STU, reflection on the restructuring of the Organization has not been conducted in consultation with the staff. Given that "officially" any effective restructuring proposal, and therefore post abolitions, could not be carried out before the 37th session of the General Conference, the sectors and bureaux were obliged to draw up their proposals for structures and post abolitions in an exceedingly short period, between 27 November 2013, dispatch date for the instructions to the sectors and bureaux, and 12 December 2013, the deadline for submission of those proposals. Between mid-December 2013 and January 2014, the staff members concerned were notified orally of the proposed post abolitions.

3. Therefore, while the programmatic restructuring must be guided by the list of priorities for the expected results adopted by the Executive Board in July 2013, a large number of proposed post abolitions have not been linked to these priorities. Instead of adhering to established guidelines, arbitrary decisions, based on purely subjective considerations and favouritism, have been taken both at Headquarters and in the field. In its comments on the proposed post abolitions, STU has also reported several disparities between sectors that will lead to very unequal treatment. Thus, posts that are essential to the Organization's mission are being abolished, while others are not, simply as a result of favouritism on the part of certain senior managers.

4. As to the restructuring of the field offices, STU deeply regrets the manner in which the exercise has been carried out. The abolition of posts mainly concerns non-international posts, which means the termination of appointments of mostly lower-grade staff. STU has found that in the same field offices where the posts of local staff were abolished there are a plethora of staff on

service contracts or other precarious contracts performing similar, permanent tasks, some of which are even financed from the regular programme budget. This is why STU has commented on the inconsistencies and contradictions in the proposed field office post abolitions and the arbitrary and inefficient nature of these proposals. Likewise, STU questions the relevance of abolishing General Service (G) posts in certain structures and replacing them with Professional (P) posts while the tasks performed by the G-grade staff remain and must be dealt with by P-grade staff, paid at a higher rate by the Organization. Where are the efficiency gains and cost savings there?

5. In addition, STU has noted a number of unjustified staff movements, including promotions and external and internal recruitment particularly during recent months, before the redeployment exercise. If the exigencies of the service were an "absolute necessity", staff could have been simply seconded rather than transferred or internally recruited, pending the general staff redeployment exercise following the abolition of posts, that is, if the aim of the general exercise is to strengthen the efficiency and quality of programme delivery by the Secretariat. Moreover, these unjustified movements reduce significantly the redeployment opportunities for staff currently occupying posts identified for abolition.

6. STU deplores the lack of a significant reduction in senior posts (D-1, D-2 and ADG) in the new organizational structure. Thus, while the trend is towards the downgrading of lower-grade posts, especially among the G-category staff, senior positions are generally being maintained at the same grade. Moreover, a number of senior posts are occupied by people who have already passed the age of retirement. Thus, even if the overall cost of staff will be effectively reduced, it will certainly not be achieved through objective streamlining or efficient and equitable management of human resources.

7. STU has also noted a lack of transparency in the presentation of the nature of the posts in the organizational structures contained in document 194 EX/3. Thus, among the posts financed from extrabudgetary funds (EXB), there is no distinction between the posts of permanent staff and Project Appointments (PA) staff, which, according to UNESCO's rules and regulations, should not perform the functions and tasks of permanent staff but only "specific projects or activities of a time-limited duration". Thus, the organizational structure submitted to the Executive Board masks a completely different reality: on the one hand, the real number of permanent staff is numerically lower than that submitted to the Executive Board; and on the other hand, there is a growing tendency towards increased precarity for those working in the Organization. This situation jeopardizes the founding principles of the international civil service, namely its independence and integrity, and undermines multilateralism within the Organization.

8. The Organization's institutional and permanent work is therefore increasingly carried out by contract workers (on PA contracts or consultant contracts, etc.) in breach of UNESCO's rules and regulations. That is why STU denounces the growing non-rational use of permanent staff. It is unacceptable to STU that existing permanent staff members, recruited on the basis of their high-level skills and experience following a demanding recruitment procedure, be increasingly supplanted in the performance of their daily professional duties by consultants, some of whom are inexperienced, which in any case incurs pointless expenditure that is detrimental to programme delivery. In the context of the financial crisis, the situation is unacceptable and furthermore contributes to the loss of institutional memory, under the guise of a pseudo-rationalization of staff costs. Moreover, recruiting staff on these contracts does not meet the rules on geographical distribution and, *de facto*, favours local staff to the detriment of staff from countries with little or no representation.

9. This situation leads to the discouragement of permanent staff and the voluntary departure of some of them. The number of voluntary separations may therefore show a decrease in the payroll of the Organization and therefore a reduction in staff costs, but this is often the result of a loss of motivation and incurs irreparable losses in terms of continuity of service and competency of the Organization, in addition to the financial cost of the separations (separation packages).

10. Furthermore, STU questions the real willingness of the Administration to rationalize staff costs in order to limit the number of post abolitions. In spite of repeated proposals from STU, it was only on 27 November 2013, with a deadline for applications by staff set for 11 December 2013, that staff members received a proposal for “Flexible Work/Leave arrangements in support of the up-coming staff restructuring plan (FWLA)” concerning special leave without pay, part-time work, job sharing and inter-agency transfers, thereby reducing the possible scope of such a plan.

11. The savings actually made therefore remain to be seen in all respects.

12. STU also regrets the total lack of foresight by the Bureau of Human Resources Management in terms of identifying the training needs of the staff members who are likely to be redeployed. Thus, in the context of the current crisis, in which staff redeployment could require the training of some of the staff members concerned, no training plan has been provided.

13. Lastly, despite repeated calls from STU, the restructuring plan submitted to the Executive Board is incomplete because the structure of the executive and administrative offices is not final and could change depending on the outcome of the EO/AO reform, which is in the process of being finalized. STU considers it unacceptable that such a reform initiated so long ago has not been finalized yet and that despite everything, some sectors have already abolished some EO and AO posts arbitrarily, while others have not yet.

14. All this leads to multi-track and sometimes arbitrary restructuring, whereas better planning and foresight might have avoided and might still avoid irreparable damage to the Organization and its staff.

15. Therefore, in view of the foregoing, STU wishes to express strong reservations on the proposed method for conducting the restructuring because of the consequences it will have, by way of the management of its staff, on the capacity of the Organization to effectively deliver UNESCO’s programme at the service of its Member States.

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