



United Nations
Educational, Scientific and
Cultural Organization

**35 C/5
Rev.**

Volume 1

**Draft
Resolutions**

2010–2011

Revised version



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Educational, Scientific and
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Introduction by the Director-General

When I presented last March my fifth Draft Programme and Budget to Member States – which is the last in my ten-year tenure as Director-General of UNESCO – I characterized it as “a challenging and compelling programme for the years 2010 and 2011 which deserves your full support”. I was gratified that the Executive Board of UNESCO at its April 2009 session did embrace the main programmatic proposals in draft document 35 C/5 – albeit with amendments and specifications as set out in document 35 C/6.

The Board took note of the budget ceiling of US \$671 million which I had proposed for the 2010-2011 biennium, representing a zero-real growth (ZRG) approach, and of the budgeting techniques. The budget proposal included an amount of \$40 million as recosting adjustments in order to meet statutory obligations and inflationary increases over the period 2008-2009. The provision for \$40 million corresponded to an overall increase of 6.3% (i.e. 3.1% p.a.) over document 34 C/5 Approved.

In the ensuing debate, the Board was in effect asking for two things: to reduce the overall budget envelope (that is, bring down the budget ceiling); and, to shift funds from support services under Parts I and III of the Draft Programme and Budget to priority programmes, in particular those relating to Africa. My response was that, given the programme strengthening I had already proposed in draft document 35 C/5, it would not be possible to do both. However, after the Board adopted 181 EX/Decision 18, which has become document 35 C/6, I committed to preparing a revised version of the Draft Programme and Budget, with recosting adjustments in line with the latest IMF inflationary figures and making such other reductions as might be feasible, while maintaining the delivery capacity of the major programmes.

You now have before you a revised version of the entire Draft 35 C/5 (“Rev.”), with its two volumes and the accompanying technical note. Overall, I have succeeded in reducing the budget so that the ceiling is no longer a ZRG proposal – it is lower. This reduction is the result of applying a lower inflation rate and adjustments and reducing the provision for security services and the Miollis and Bonvin Conservation Plan under Part III proposed in the earlier draft. Notwithstanding, the programme sectors have been reinforced.

In terms of the content of the Programme, there is no change in this revised document other than the two exceptions explained below. The numbering and order of paragraphs remain unchanged, notably in Volume 2 of document 35 C/5 Rev. The programmatic and strategic components are therefore preserved as are the expected results for all activities when compared to the original Draft 35 C/5. Thus, the policy and programmatic recommendations by the Executive Board in document 35 C/6 remain fully valid and unaffected by this revision. Explanatory Note No. 1 provides an overview of the major policy and programmatic dimensions of the Draft 35 C/5 Rev.

The two changes pertaining to programmatic aspects that have been integrated concern the inclusion of separate draft resolutions for each of the six UNESCO Education institutes (category 1), to which I had committed myself at the beginning of the 181st session of the Executive Board. The inclusion of these six draft resolutions in Volume I of the 35 C/5 Rev. will facilitate the deliberations of the General Conference. The second change affects paragraph 01022 of Volume 2 of document 35 C/5 pertaining to the UNESCO Institute for Lifelong Learning (UIL) and its role in the coordination of the Literacy Initiative for Empowerment (LIFE), which is addressed in paragraph 40 of 181 EX/Decision 18 resp.

document 35 C/6. The revision in paragraph 01022 reflects the commitment I made to the Board at its 181st session.

I can now propose this revised Draft Programme and Budget for 2010-2011, with a budget ceiling of \$653 million. This represents an \$18 million reduction as compared to the \$671 million Draft 35 C/5 I presented to you last April. The reduction has been achieved by a two pronged approach. First, the total recosted amounts have been reduced by \$10 million in line with the revised IMF inflationary figures. As a result of this adjustment, the ZRG budget ceiling would be \$661 million. Second, in order to comply with the wishes of the Executive Board, I went beyond and proceeded to pare down the provisions in Parts I and III by a combined amount of \$8 million, thus bringing down the budget ceiling (or envelope) even further to \$653 million, which is an amount between zero nominal and zero real growth. If we look back to the 34 C/5 Approved, this revised budget ceiling of \$653 million represents a nominal increase of \$22 million (instead of \$40 million). While this is an overall 3.5% increase over the last 34 C/5, it is only in nominal terms and is not a real growth budget.

The Explanatory Note No.2 following this introduction provides details about the calculation of the various adjustments made in this Draft 35 C/5 Rev. in order to arrive at the new budgetary ceiling of \$653 million. I wish to emphasize two fundamental points. The first is that in order to reduce the budget ceiling below even ZRG, I have made a significant reduction to the volume of the budgetary provisions in Part III, in addition to the other savings across all the non-programmatic services – in other words, as the Board has requested, I have made cuts in administrative areas. There is no margin for any further cuts to Parts I or III. To do so would not be in the best interests of the Organization as I consider this would put at risk the ability of UNESCO to fulfill its role and responsibilities both globally and at the country level.

I say this because the Organization's administrative and support services have already, in this revised budget, been held almost entirely to zero-nominal growth (with small exceptions related to what remains of the appropriation for Headquarters security and the Miollis and Bonvin Conservation Plan). In the past, all services had to be funded without any specific additional funding, but absorbed within the Organization's budget envelopes, including the amortization of the Headquarters renovation loan. This budget strain will be compounded by the need in the forthcoming biennia for significant investment in administrative management. Such investments will include harmonizing our practices, procedures and systems with those currently in place within the United Nations and with regard to country-level United Nations system programming exercises.

The second point to be emphasized is that in deriving this revised budget, there has been no reduction whatsoever in the volume of Part II.A, Major Programmes compared with my initial Draft 35 C/5. In fact, although as explained above I have held the budget down in the administration and support areas, I have shifted resources so that most Major Programmes have benefited from real growth. The total nominal increase of \$22 million will be allocated to the five programme sectors, of which \$9.5 million will go to Education. Within this amount, there is a real increase of \$4.5 million in Education resources which responds to the Board's wish that Education be strengthened. The other programmes have also benefited, albeit not on the same scale. For further details, see the table following this introduction which shows the analysis by sector and bureau of the variations between the 34 C/5 and the Draft 35 C/5 Rev. The variations are broken down into volume variation which corresponds to increases/decreases in real terms, and recosting and adjustments which were required to meet the inflationary and statutory increases.

In terms of strengthening the programme, it should also be recognized that this budget continues the trend of improving the ratio between programme and support services, while noting that a significant proportion of staff costs are counted as "support" yet constitute the key resource for programme delivery.

This revised Draft Programme and Budget arrives in the middle of what has been labelled by many political leaders and experts as being the most severe financial, economic and even social crisis in our lifetime. When one takes into consideration the ongoing climate change crisis, as well as the food and energy crises, this situation places enormous demands and expectations, if not increased strains, on all countries as well as the United Nations system.

My proposed programme and budget pegged at \$653 million, represents only a fraction compared to the multi-billion dollar rescue and recovery packages adopted by many governments and parliaments in the North and South alike. Yet, as I have pointed out, \$653 million represents for UNESCO a budget with only a nominal increase of \$22 million relative to the 34 C/5 and as such, barely preserves the overall purchasing power of our Organization. However, if there are no further reductions, I believe this budget can still ensure the delivery of a focused and interdisciplinary programme, built around the priorities defined by the Executive Board at its 180th session, which the Member States of this Organization – rightfully – expect to be delivered. I am convinced that this Programme and Budget will not only ensure the stability and predictability of action for the coming period, but also provide a solid basis for the new Director-General to lead the Organization in difficult global times.

I sincerely hope that the Executive Board and indeed all Member States will be able to agree by consensus to this proposal. In the context of the very important decisions that the Governing bodies must make as to the future leadership of UNESCO, it is crucial that the Draft Programme and Budget is assured. The Executive Board may wish to transmit its recommendation to the General Conference in an Addendum to document 35 C/6 already circulated.

Let me conclude by voicing my confidence that Member States will appreciate the constraints inherent in the budgetary situation of the Organization and will approve the revised Draft Programme and Budget contained in the present document. This proposal comes at a critical time when 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 growth and prosperity in a globalized and competitive world based on the power of knowledge and skills.



Paris, 15 July 2009

Koïchiro Matsuura

Variation analysis 35 C/5 Rev. vs. 34 C/5 by sector/bureau (in million \$)

	Variations for 35 C/5 Rev. vs. 34 C/5		
	In volume	Recosting and technical adjustments	Total
Part I – General Policy and Direction	(0.3)	1.7	1.5
Part II – Programmes and Programme-Related Services:			
Education (ED)	4.4	5.2	9.5
Natural sciences (SC)	0.4	2.1	2.5
Social and human sciences (SHS)	(0.5)	1.2	0.7
Culture (CLT)	0.3	2.3	2.6
Communication and information (CI)	0.0	1.4	1.4
UNESCO Institute for Statistics (UIS)	(0.1)	0.2	0.1
Field – Management of decentralized programmes	0.1	5.4	5.4
Subtotal, Part II.A	4.5	17.8	22.3
Part II.B: Programme-Related Services	(0.8)	1.1	0.3
Part II.C: Participation Programme and Fellowships	(0.9)	0.8	(0.1)
Total, Part II	2.8	19.7	22.5
Part III – Support for Programme Execution and Administration:			
External relations and cooperation	(0.4)	0.6	0.3
Field management and coordination	(0.5)	1.5	0.9
Human resources management	(1.3)	1.1	(0.2)
Accounting, treasury management and financial control	(0.7)	0.4	(0.3)
Administration	(1.8)	2.2	0.4
Total, Part III	(4.7)	5.8	1.1
Reserve for reclassifications/merit-based promotions	–	–	0.0
Part IV – Anticipated Cost Increases	(5.9)	2.8	(3.1)
GRAND TOTAL	(8.0)	30.0	22.0

Policy and Programmatic Aspects of Draft 35 C/5 Rev.

Explanatory Note No.1 by the Director-General

UNESCO has under my leadership undergone a thorough reform and has managed to trim, especially in the programme sectors, a previously unwieldy array of activities into a well-reasoned and concentrated programme with corresponding budget allocations and clear priorities and measurable results for the various programmes.

Over the past 10 years, I have steadily increased the percentage of the budget allocated to the programme sectors and reduced the budget of the support services to a minimum. I have increased the number of posts in the field while decreasing the number at Headquarters, in order for UNESCO's programmes to have as strong an impact as possible in its Member States. Yet, it must be recognized that staff both at Headquarters and in the field are crucial for the delivery of the programme – and indeed often times their contribution represents the substance of a programme.

During the same period, certain principal programme priorities have benefited from considerable budgetary reinforcements – such as education for all, fresh water or the oceans. Others have experienced a gradual decrease in resources, likewise reflecting a lower priority accorded to them but nevertheless maintaining them as part and parcel of the Organization's broad-based mandate, which encompasses five fields of competence, a range unusually large for any United Nations organization.

At the same time, I have systematically streamlined and rationalized support services. While efforts in this regard will need to be continued in the next biennium, the introduction and consolidation of new management systems and the need to repay the loan for the refurbishing of the Fontenoy Headquarters represent a considerable additional burden that cannot be absorbed.

Investing out of the crisis

There are compelling reasons why UNESCO should adopt a budget based on a nominal increase of \$22M relative to document 34C/5 at this time. We are all aware that the evolving global crisis will entail considerable costs for governments and taxpayers in virtually all countries. However, I would suggest that reforming the financial and banking system – and endowing it with more effective regulatory mechanisms – will not be sufficient to lead the world out of the crisis. It is significant that the G-20 countries and most recently the United Nations General Assembly have recognized that this systemic pillar must be complemented by a pillar with provisions for investments in all the social services which represent precious global public goods – not only those in UNESCO's fields of competence such as education, science, culture and information, but also in health and other fields – and in particular in people, most notably in the developing countries, as they bear the brunt of the crisis impact. Not only is the social sector a sound investment (according to World Bank statistics, it is an investment that yields a return of 10% to 15%); it is also essential for the enjoyment of human rights for present and future generations and for ensuring stability and peace, which is at the heart of the mandate of UNESCO and the United Nations system at large.

The initial signs are ominous. Positive trends and achievements in the attainment of MDGs are slipping dramatically, with more than 100 million people added over recent months to the rolls of the poor. If

international development objectives are to be met, it is my profound conviction that the crisis should not be allowed to degrade the social sectors which are at the core of development. UNESCO is well positioned to offer effective advocacy – globally and nationally – to provide policy advice in all our five fields of competence. We are also well placed, with our field network, to monitor trends and to provide an impartial picture of the tangible impact of the crisis – both at the country level in terms of budgetary allocations and cutbacks – and globally in terms of sectoral official development assistance (ODA) flows. Overall, we must devise creative and innovative approaches for our programmes showing their relevance, utility and impact. This may also necessitate some flexibility in programme implementation.

UNESCO is one of the trusted partners of developing and industrialized countries alike for the delivery of programmes and services which will play a crucial role in stabilizing economies and societies. UNESCO has an important role in assisting countries in coping with the crises by developing sustainably and by mobilizing knowledge for innovation. UNESCO will continue to assist its Member States in combating illiteracy and ignorance, growing inequalities between and within nations, and in eradicating poverty, which is on the rise again due to the global financial crisis. The fallout from these trends on women and youth are particularly worrisome. Overall, the world's poor and marginalized risk being hit the hardest, deepening current inequalities even further.

We should not forget that UNESCO's Constitution, drafted in the wake of the cataclysm of the Second World War, underscores the importance of international cooperation in the social sectors, notably education, culture and the sciences, in the reconstruction of societies and economies. Today, as the world again confronts major crises, UNESCO stands ready to mobilize its resources and networks to assist all its Member States. But it must be endowed with a minimum of resources that can ensure that it will do the job that it was created to do over 60 years ago. Investment in social services and global public goods is not charity, rather it is investment in the world's immediate future.

Therefore UNESCO needs to continue to focus with vigour and effectiveness on the implementation of its regular programme with its clear priorities, which I will outline in the next section. The proposed Programme and Budget represents in my view again a fair balance between what is required to preserve and solidify UNESCO's role as the premier multilateral organization for education, the sciences, culture and communication and what is financially feasible in the tight current global context.

Let me also add that we must carefully monitor the flow and volume of voluntary extrabudgetary resources, which are critical for enhancing the outreach and impact of UNESCO's programmes. It is difficult to assess what impact the crisis will have on the volume of voluntary contributions provided. I hope that donors will realize the scope of the challenges that lie ahead of us and will provide UNESCO with the extrabudgetary funds it needs which are vital for it to carry out its mission effectively and fulfil its commitments. The UNDP-Spain MDG Achievement Fund (MDG-F) has provided an important additional impetus for joint United Nations programming and action in specific areas at the country level, including the important field of culture and development. In addition, UNESCO has revamped its resource mobilization strategy, with much support from the Executive Board. This strategy envisages the preparation and regular updating of a complementary Additional Programme of extrabudgetary activities, which are fully aligned with the priorities of the regular programme contained in the relevant C/5 document.

Two overarching global priorities: Africa and Gender Equality

Draft document 35 C/5 is particularly responsive to the two global programme priorities of document 34 C/4 Approved: Africa and Gender Equality. These priorities have been built into all programme

components and are visibly presented for each major programme, identifying key programmatic contributions, strategic orientations and expected results.

Africa as a whole will continue to be a significant priority for UNESCO, which will address the needs of the continent in all its five fields of competence. UNESCO's action in Africa will respond to national development needs and take into account the exigencies of regional integration articulated by the African Union (AU), including through its New Partnership for Africa's Development (NEPAD) programme and subregional organizations. Special attention will be given to the outcomes and recommendations of the African Union summits on education and culture (Khartoum Summit) and on science and technology for development (Addis Ababa Summit). The commitment to Priority Africa will benefit from house-wide coordination, management and monitoring through the intersectoral platform on Priority Africa, and draft document 35 C/5 contains clear provisions for action by each sector. By way of an example, the Education Sector is proposing to strengthen its efforts in favour of Africa, by increasing from 27.7% to 32.3% the budgeted activities committed to the continent.

Gender equality has been identified as a global priority at various United Nations conferences and summits, most recently in the 2005 World Summit Outcome document. Accordingly, it has been accorded special emphasis in the context of United Nations reform. UNESCO will reinforce its action in favour of gender equality in and through its fields of competence. Particular attention will be paid to the pursuit of two mutually reinforcing objectives: firstly, ensuring full implementation of the gender mainstreaming strategy in all major programmes; secondly, ensuring that the specific rights and needs of women and girls are considered a priority in its programmes, especially at the country level. The emphasis on gender equality is integrated into the strategies for each biennial sectoral priority and reflected, as appropriate, in the results chain for the various MLAs.

As requested by the Medium-Term Strategy, I submitted for the first time to the Executive Board at its 181st session a separate Gender Equality Action Plan (GEAP) setting out for each major programme mainstreaming action as well as expected results. This is a document which has few parallels in the United Nations system and places UNESCO in the top ranks of the United Nations system's efforts to promote gender equality. GEAP together with HRM's Gender Parity Plan – setting out the steps envisaged to attain gender parity in the Secretariat by 2015, as called for in document 34 C/4 – will allow UNESCO to make an effective contribution to gender equality worldwide. I am gratified that the Executive Board endorsed this Gender Equality Action Plan.

Naturally, draft document 35 C/5 Rev. reflects the need for strengthened and targeted intervention in favour of youth, the least developed countries and small island developing States (SIDS), concentrating on groups that are most in need, including indigenous peoples. Together with an increasing and clearly identified focus on South-South cooperation in all of UNESCO's fields of competence, these priorities will be fully integrated.

Programmatic focus

I am particularly satisfied that the Draft Programme and Budget represents the outcome of a very extensive and thorough consultative process, involving all stakeholders in UNESCO and the UNESCO family, including regional meetings with National Commissions in five regions and responses by Member States to a written questionnaire.

Draft document 35 C/5 Rev. is fully aligned with the policy direction and focus provided by the Medium-Term Strategy for 2008-2013 (34 C/4). The document is also fully aligned with the broader goals and concrete objectives of the international community and the UNESCO family, as set out in the

internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs).

The Executive Board had an important role in shaping the frame and priorities of the present document. At its 180th session, the Executive Board decided, *inter alia*, on the programmatic focus of draft document 35 C/5. I am pleased to state that draft document 35 C/5 Rev. has been prepared and developed in compliance with the guidance provided by the Board, especially as regards programme priorities for the five programme sectors, programme concentration and focus as well as clarity of information, including expected results.

The overarching objectives and strategic programme objectives of document 34 C/4 Approved have been translated in draft document 35 C/5 Rev. into a limited set of thematic biennial sectoral priorities, building on document 34 C/5 and thereby ensuring continuity and coherence, as well as a seamless transition between UNESCO's medium-term and biennial programmes. The biennial sectoral priorities have then been broken down into a small number of main lines of action, whose overall number has been further reduced when compared to document 34 C/5.

Draft document 35 C/5 Rev. is built throughout on the principle of RBM (results-based programming, management, monitoring and reporting). For each main line of action, expected results, performance indicators and, where necessary, benchmarks are formulated. This will allow regular monitoring and reporting against results during the biennium.

In the process, each programme sector has sought to sharpen its focus and concentrate its action in order to implement UNESCO's different roles and responsibilities at various levels. These include: (i) policy advice and assistance with its implementation; (ii) related capacity-building; (iii) normative and standard-setting activities, including a reflection of normative-operational linkages, especially at the country level; (iv) monitoring and benchmarking responsibilities; and (v) UNESCO's contribution in support of national development plans, through participation in United Nations common country programming exercises by United Nations country teams.

The proposed Programme and Budget will allow UNESCO to carry out its five established functions for the international community: (i) laboratory of ideas; (ii) standard-setter; (iii) clearing house; (iv) capacity-builder in Member States in UNESCO's fields of competence; and (v) catalyst for international cooperation. As specified in the Medium-Term Strategy, these core functions and the ways in which they are pursued can and will evolve in response to changing circumstances.

With respect to achieving EFA – which is our Organization's first and foremost priority – maintaining global momentum is imperative. UNESCO must and will pursue its role more vigorously – both as global coordinator and advocate, as envisaged in the EFA Global Action Plan, and in terms of the technical assistance and capacity development we provide at the country level. To this end, I have prioritized the Education Sector in draft document 35 C/5 Rev., which will receive some 43% of the nominal budget increase from the 34 C/5 Approved.

UNESCO has succeeded in revitalizing the EFA coordination process and is now engaging much more constructively with different stakeholders, in particular the EFA convening agencies. The declaration adopted at the December 2008 meeting of the EFA High-Level Group meeting in Oslo highlights concrete actions that EFA partners need to take to accelerate progress in four main areas: (i) the role of education in achieving other development goals and the need for stronger intersectoral policy coordination; (ii) urgent action to overcome inequalities in education, drawing on the findings of the flagship *EFA Global Monitoring Report* and the recommendations on inclusive education adopted at the

48th International Conference on Education (ICE); (iii) the severe shortage of qualified teachers; and (iv) financing – as the financial crisis must not serve as an excuse for cutting investment in education.

My draft document 35 C/5 Rev. embraces this agenda and proposes to strengthen programmatic focus on four priority areas and to direct more resources to Member States furthest from achieving the EFA goals, with a particular focus on Africa. Strengthening country capacity to lead development is vital to improving aid effectiveness, and is an area where this Organization is uniquely positioned to provide support. As one of four programme priorities, emphasis will therefore be given to helping countries plan and manage the education sector. I am also proposing to make technical vocational education and training (TVET) a priority area, as one of the three building blocks for EFA, alongside literacy and teachers.

In the next biennium, UNESCO will also fulfil its lead responsibilities concerning the United Nations Decade on Education for Sustainable Development (DESD), building on the results of the March 2009 Bonn Conference. The recent endorsement of ESD action by the G-8 will also provide added impetus. UNESCO will also strengthen actions aiming to achieve the objectives defined for the second half of the United Nations Literacy Decade (UNLD).

In follow-up to the Overall Review Committee's recommendations on Major Programmes II and III, draft document 35 C/5 Rev. envisages much closer cooperation between the two science sectors. Coordination among the international and intergovernmental science programmes has been strengthened. We are giving particular priority attention to areas where UNESCO has unique expertise, such as science education and science policy.

In the context of the current crisis, UNESCO's assistance to Member States for developing strong science policies will be crucial. They are drivers of innovation and sustainable economic development. Science policy advice and science education constitute major pillars of UNESCO's support to the implementation of the African Union's Plan of Action on science and technology. UNESCO is currently working with 20 African Member States to review their science, technology and innovation policies and implement the subsequent recommendations. Within this revised budget, I am proposing a budget increase for these activities to enable UNESCO to respond to the growing number of requests by Member States, particularly from LDCs in Africa, for assistance in this area.

Another area where UNESCO is boosting its action is in the field of capacity development. This is a second major thrust of our work under the AU Plan of Action. Capacity development is also an important concern for middle income countries, which are reporting a worrying decline in the number of young people enrolled in science education as well as an exodus of trained scientists. UNESCO's work through its category 1 science institutes, IHE and ICTP, are particularly effective examples of our interventions.

This leads me to an ongoing priority for UNESCO's Science Sector which I have consistently advocated since my arrival at UNESCO: freshwater management. The Secretariat of the World Water Assessment Programme (WWAP) has produced the third edition of the *World Water Development Report*, another evidence-based flagship report of UNESCO, launched at the Fifth World Water Forum in March 2009 in Istanbul. Entitled "Water in a Changing World", the report puts water issues in the context of broader challenges such as climate change, the food and energy crises, poverty reduction and environmental degradation, and will thus be able to guide national policies as well as our action over the next years.

Regarding climate change, a detailed action plan for UNESCO's work covering the next biennium was presented to the Board at its 181st session. The plan identifies high-impact intersectoral projects for extrabudgetary funding, suggests ways to enhance UNESCO's visibility and participation in international

efforts, and proposes actions for making UNESCO more climate/carbon neutral. The intersectoral platform on climate change has already helped to gain recognition of UNESCO's contributions within the overall United Nations response to climate change. UNESCO is now jointly leading, together with WMO, United Nations system-wide efforts in the area of climate knowledge, science, assessment, monitoring and early warning. In 2010-2011 UNESCO will continue its important work of monitoring the oceans, developing tsunami warning systems in vulnerable regions, promoting international cooperation and coordinating programmes in research and capacity-building for improved management and protection of the marine and coastal environment. As requested by the United Nations General Assembly, together with the United Nations Environment Programme (UNEP), IOC is working to establish a regular process for the global assessment of the state of the marine environment. The results of research coordinated by IOC through the World Climate Research Programme will feed into the next assessment report of the Intergovernmental Panel of Climate Change, scheduled for 2013, and will support the sustained observing needs of the United Nations Framework Convention on Climate Change (UNFCCC).

The Social and Human Sciences Programme will focus on one of UNESCO's unique advantages, namely its ongoing work in the field of the ethics of science and technology, especially bioethics. Likewise, building on the human rights-based approach, the Programme will promote evidence-based policy recommendations, sharpened through dialogues, on emerging social and ethical issues in UNESCO's fields of competence, including social transformations, national science and innovation systems, migration, urbanization, climate change and the social aspects of the present crisis. Activities will further include youth programmes, research on gender issues and the implementation of the International Convention against Doping in Sport, which has become an international normative instrument document with significant practical impact.

As concerns the Culture Programme, action during the biennium will focus on reinforcing efforts to integrate the cultural dimension into development policies at the country level and into joint programming exercises of United Nations country teams, notably through an effective operationalization of UNESCO's seven conventions in the culture field. While the Organization will advocate for these conventions, their effective implementation rests principally with the States Parties that have adopted and ratified them. Sustaining and promoting cultural diversity – including through our unrivalled action pertaining to tangible and intangible heritage – is a key objective. It is closely linked to the promotion of intercultural dialogue, a core activity of UNESCO, which is also furthered in the context of a dedicated intersectoral platform. UNESCO's policy and operational engagement with the Alliance of Civilizations will be continued.

The proposed Communication and Information Programme builds on the premise that the universal human right of freedom of expression, including its corollary of press freedom, and universal access to information, are indispensable for development, democracy and dialogue, and essential for realizing equitable and inclusive knowledge societies. Today, despite significant advances in the creation, acquisition and sharing of knowledge through information and communication technologies (ICTs), great inequalities persist in Member States' capabilities to benefit from these technologies. The resulting divides, which are exacerbated by the current economic crisis, call for specific UNESCO action.

The outcomes of the World Summit on the Information Society (WSIS) continue to provide the framework for UNESCO's action, including its role as a facilitator of the implementation process. UNESCO is also increasingly engaged in the debate on Internet governance promoting a multi-stakeholder model to advocate for the principles of openness, accessibility, multilingualism and freedom of expression. The new Strategic Plan of the Information for All Programme (IFAP) approved by the Executive Board at its 180th session provides a framework for UNESCO's action to enhance universal access, in particular by assisting Member States to develop national information policies. In the area of communication

development, the Media Development Indicators, launched by the International Programme for the Development of Communication (IPDC), are informing the Organization's efforts to promote free, independent and pluralistic media. Assistance to media in conflict and post-conflict situations – an area where UNESCO has a unique and recognized expertise – will continue to be addressed during the biennium.

One of UNESCO's key comparative advantages within the United Nations system is its ability to draw on contributions from five different sectors and disciplines and to respond to complex contemporary problems in a strategic manner. As in document 34 C/4 and document 34 C/5, intersectorality and interdisciplinarity have therefore been given special emphasis in draft document 35 C/5 Rev. A number of priority themes and challenges calling for a concerted and comprehensive response by the Organization are outlined in a separate chapter of the present document, organized around thematic and coordinating intersectoral platforms. It is my expectation that the scope and depth of intersectoral and interdisciplinary engagement will increase, building on lessons from the current biennium. For each of the platforms proposed, new modalities, arrangements and mechanisms have been devised and introduced, allowing UNESCO to "Deliver as One".

The impact and relevance of our programmatic action will also depend on UNESCO's visibility and recognition. Determined efforts will need to be made, globally and at the country level, to present and project our activities and results to the general public and to decision-makers. Written, electronic and visual media will be put to use in this regard. It will be complemented by the implementation of a new publications policy, able to showcase our best results and contributions to international discourse in our fields of competence.

Advancing UNESCO's internal reform agenda

Draft document 35 C/5 Rev. provides UNESCO with the means to pursue continuous improvement of its internal management and support systems. I believe that the measures I have taken thus far – with the support of Member States – to improve management and working methods, to strengthen decentralization, to modernize staff policy and to increase accountability, internal control and oversight, stand us in very good stead.

Under tight budgetary constraints, I have sought over several biennia to modernize the Organization. This includes the introduction of new information management tools – SISTER, FABS, STEPS – and now the introduction of the international accounting standards IPSAS, as well as major improvements in the working conditions and security at Headquarters. Further progress is envisaged with the online programming and management tools, as a new SISTER 2 matures and is harmonized with FABS. The implementation of STEPS will complete the integrated management information systems reform that I had initiated, with the needed human resource information on the Organization's staff and their efficient management.

However, it is also clear that the funding of certain additional essential requirements and modernizations – with regard to security, building conservation or IPSAS for example – can no longer be "absorbed" through administrative rationalization alone. This is another reason why I am proposing, as an absolute minimum, a budget of \$653 million (i.e. with a nominal increase of \$22M relative to document 34 C/5).

There are also other ways in which draft document 35 C/5 Rev. proposes to further advance the reform agenda. We are challenged daily to strengthen our system of field offices to enhance programme delivery and impact and to position ourselves as an integral part of the United Nations country team effort. Attention will be paid, *inter alia*, to increasing field accountability with regard to the results of

decentralized programmes and overall field operations, reinforcing capacities of field offices, especially those involved in reform initiatives; devising modalities for an efficient interaction with United Nations country teams in countries where UNESCO has non-resident agency status; and upgrading field staff skills.

The Organization is also well served by our strong and transparent oversight approach. UNESCO is continuing its efforts to implement good practices and has taken a number of initiatives in this regard. The judicious use of internal audit and evaluations, linked to RBM, will remain an important tool to help impart a culture of transparency and accountability. Progress has been registered also with regard to risk management, aiming at making the assessment of risks a permanent and systematic feature of our programme execution and management. A high-level internal risk management committee has been formed to drive this effort forward and it will be complemented by a risk management training programme for staff. IOS will also continue to implement a cycle of evaluations of our core business through an examination of each strategic programme objective (SPO).

We will also strengthen partnerships vital for UNESCO's work. This will require deeper engagement with other United Nations system organizations. In this regard, UNESCO needs to reinforce substantive partnerships in strategic areas with other United Nations funds and programmes and other specialized agencies – be they in EFA, climate change action, communication for development, MDG-Fund activities, or the harmonization of business practices. Partnerships mean moreover privileged collaboration with members of the “UNESCO family” – that is, with National Commissions, national committees of intergovernmental programmes, category 2 centres, UNESCO Chairs, Associated Schools, Clubs and Associations. We will continuously strive to optimize the use of these valuable networks and intermediaries.

We will also seek to enhance our long-standing cooperation with civil society and our growing partnerships with the private sector across many of our programme activities, reinforcing in the process the attainment of our expected results. UNESCO's work stands to benefit from these partnerships in terms of financial contributions, expertise, network linkages, outreach and visibility.

UNESCO's engagement with and for youth has also proved vital over the years, connecting the Organization with this most important constituency wherein lies our future – which will again be underlined at the Youth Forum to be held during the 36th session of the General Conference.

Investment in United Nations reform: strengthening international cooperation and multilateralism

This budget is also an explicit investment in a stronger, more efficient and more coherent United Nations system, advancing the national development priorities of Member States and the internationally agreed development goals. In times of crisis like the one upon us, calls for intensified international cooperation and a stronger multilateral system arise, especially in the face of budding nationalist or protectionist tendencies.

Multilateralism is indisputably one of the most powerful responses for overcoming the present crisis – and it is to the credit of the G-20 that such a commitment was included already in the November 2008 Washington Declaration of the Group and reaffirmed in London in April 2009. This commitment must now be acted upon – not only for the Bretton Woods Organizations, but especially also for the United Nations agencies and organizations which can provide assistance, advice and guidance to countries seeking “to invest out of the crisis”, which is the spine of the second pillar of reform of the global reform challenge to which I referred earlier.

Accordingly, the present document also expresses in all major programmes a strong commitment to and financial engagement for UNESCO's proactive involvement in the dynamic and deepening reform processes of the United Nations system at global, regional and country levels. This reform is predicated on the need to enhance coherence by "Delivering as One" and with high quality. The lessons derived from the eight "Delivering as One" pilot countries will now be applied to an entirely new generation of United Nations Development Assistance Frameworks (UNDAFs), led by Member States and based on their national development priorities, in our programme domains and in joint programming efforts with other United Nations system organizations. I am proud to say that during my tenure, UNESCO has achieved its full integration into the United Nations system family and has received much praise for its efforts and contributions in the larger context of United Nations country teams and at the global level. The Memoranda of Understanding (MoU) for a strategic partnership with UNDP and with UNEP, which I concluded, fully and truly reflects the recognition, support and indeed influence which UNESCO has been able to rally in the United Nations system. UNESCO's country-level delivery as well as its engagement in regional structures will be further boosted through these MoUs. The MoU with UNDP also represents a landmark with respect to the inclusion of UNESCO's National Commissions in joint programming discussions, especially in countries where UNESCO is a non-resident agency. We must continue to build on this momentum.

UNESCO's proactive response to the United Nations General Assembly's resolution on the 2007 Triennial Comprehensive Policy Review (TCPR) of operational activities for development is another proof that our engagement for coherence, harmony, effectiveness, accountability and results-orientation at the country level is paying off. At the Board's request, a refined and forward-looking action plan has been presented to its 181st session and I am pleased to note that it was endorsed. This Plan contains specific follow-up information and timelines, where applicable, against which progress in implementing the various recommendations can be assessed. The main challenges for UNESCO are to further strengthen our country-level action within joint United Nations programming initiatives and to ensure quality involvement in both the planning and delivery phases. The implications of the 2007 TCPR on the long-term adjustments to our decentralized system are a significant part of the reflections of the Decentralization Review Task Force.

UNESCO will continue to work with all developing countries. However, it is important that the resources at UNESCO's disposal be deployed in a strategic manner. With this in mind, UNESCO will continue in 2010-2011 to strengthen its participation in UNDAF exercises and other common country programming processes. The 2% financing modality to support the involvement of UNESCO field offices in United Nations common country programming exercises has proved its value over the past years and deserves to be maintained. A particular challenge will arise during the biennium, when some 40 to 50 new countries will initiate the preparation of an UNDAF. UNESCO cannot – indeed should not – intervene everywhere at the same level and hence strategic choices will have to be made.

While draft document 35 C/5 Rev. reflects global priorities and collective commitments, this commitment will not weaken UNESCO's own identity and responsibilities in its key areas of competence. UNESCO's programme action cannot only be conditioned by the needs of UNDAF and other joint exercises. Rather, it must consist of a careful mix of UNDAF needs with stand-alone action in areas where UNESCO has a unique mandate and where Member States expect it to deliver, such as safeguarding heritage or promoting freedom of expression.

The proposed budget will help advance and consolidate UNESCO action at the country level over the next two years. A lower budget would inevitably spell a rupture caused by lesser resources allocated to field offices working at the front line of the United Nations system. This would not only undermine UNESCO's particular impact, it would also weaken the United Nations endeavour as a whole.

Financial and Budgetary Aspects of Draft 35 C/5 Rev.

Explanatory Note No. 2 by the Director-General

Decrease in recosting requirements and adjustments

In my original Draft 35 C/5 proposal, the total budget of \$671 million represented indeed an overall increase of \$40 million over the 34 C/5 Approved which could be interpreted as a 6.3% increase, or a 3.1% increase per year. However, this is the overall rate of increase which compares the total budget (Parts I-IV), but does not reflect the different rates of increase which were actually applied to each cost element by object-of-expenditure and by country.

In light of the impact of the evolving worldwide financial and economic crisis, and following the discussion that took place during the last session of the Executive Board related to the downward forecast of the inflation rates for the next few years, I have re-examined the general assumptions for the inflation rates applicable to the budget of the Organization. As a result, I am presenting a revised estimate of recosting requirements and adjustments which now amounts to \$30 million. This represents a reduction of \$10 million compared with the initial estimate, and is a combination of reductions of \$8.9 million in recosting and \$1.1 million in adjustments. By the nature of the recosting requirement, the reduction of \$8.9 million under recosting affects all the budget lines of draft document 35 C/5.

I will explain the results of our analysis in a summarized manner.

Reductions in provisions for non-programme areas

I further reviewed the staffing structure and the activities under the non-programme areas, particularly Parts I and III. This resulted in a further reduction of \$8 million exclusively under Parts I and III, which includes reductions of \$4.9 million under the Headquarters security costs and \$2.5 million under the Miollis Conservation Plan. The reduction under the Headquarters security includes foregoing 21 out of the 24 posts which were initially proposed to be created for this purpose. I have therefore taken full consideration of the request expressed by many Member States during the last session of the Executive Board with regard to the revision of the requirements under Parts I and III, particularly for Headquarters security and the Miollis Conservation Plan. However, it should be understood that there are significant future security requirements which will need to be resourced. I am therefore, as requested by the Executive Board in April 2009, presenting a medium-term security plan at the 182nd session of the Executive Board.

In my original 35 C/5 Draft proposal, the average rates of increase that were applied to Parts I-III and to Part IV – and which represented an average of various different rates drawn from available economic indicators and an analysis of past expenditure trends – were as follows:

		Rate of increase applied	Resulting recosting amount
Parts I – III	Activity	2.2% p.a.	\$11.1M
	Staff	3.1% p.a.	\$23.1M
	Total	2.7% p.a.	\$34.2M
Part IV		1.4% p.a.	\$5.8M
TOTAL			\$40.0M

This proposal was elaborated in autumn 2008 and the rates of increase were mainly based on IMF statistics published in April 2008. Questions were raised during the last session of the Executive Board on the applicable increase in light of the global financial and economic crisis and which could impact the estimate of future general rates of increase worldwide. For example, the IMF published in April 2009 an updated general inflation rate for France. According to these, the average inflation rate applicable to France for 2008-2009 was revised downward from 2.1% p.a. to 1.8% p.a., and the average rate for 2010-2011 was also revised from 1.7% p.a. down to 1.2% p.a.

However, the expenditures of the Organization do not follow only the inflation trends of the host country, but are influenced by a number of factors across different countries and also by the decisions of the United Nations concerning the common system staff salaries and allowances. Nevertheless, I have duly taken note of the prevailing forecast that the inflation rates are expected to decrease in 2009 and in succeeding years. Certain cost elements, especially under the staff costs, needed careful attention as they do not necessarily follow the general inflation rates based on consumer prices. In sum, the average rates of increase applied in my present proposal for the Draft 35 C/5 Rev. can be globally summarized as follows:

		Rate of increase applied	Resulting recosting amount
Parts I - III	Activity	1.4% p.a.	\$7.2M
	Staff	2.7% p.a.	\$20.1M
	Total	2.2% p.a.	\$27.2M
Part IV		1.1% p.a.	\$2.8M
TOTAL			\$30.0M

As regards the recosting of staff costs, the rate of increase was revised from 3.1% p.a. down to 2.7% p.a. This now assumes that the salary increase for the General Services category at Headquarters will not increase more than by 0.5% in 2009 and that the pensionable remuneration scale for the Professional category worldwide will not increase at all in 2009.

Budgetary milestones

The overall transition from the 34 C/5 Approved (\$631M) to the Draft 35 C/5 Rev. (\$653M) can be summarized as follows:

	Staff	Activity	Total	% over 34 C/5 Approved
34 C/5 Approved adjusted	373.3	257.7	631.0	
Variation in volume	2.3	(10.4)	(8.0)	-1.3%
Adjustments	–	(0.3)	(0.3)	-0.0%
Recosting	22.6	7.8	30.3	4.8%
35 C/5 Draft Rev.	398.2	254.8	653.0	3.5%

Therefore the global increase of \$22 million compared with the 34 C/5 Approved is a combination of the following:

Recosting requirement and adjustment	\$30M
Decrease in volume from the 34 C/5 Approved	(\$8M)
Total increase over the 34 C/5 Approved	\$22M

Analysis of volume evolution

The volume reduction of \$8 million compared with the 34 C/5 Approved can be further broken down by Part as follows:

Part I General policy and direction	(\$0.2M)
Part II Programme and programme related services	
Part II.A Programmes	\$4.5M
Part II.B Programme-Related Services	(\$0.8M)
Part II.C Participation Programme and Fellowships	(\$0.9M)
Part III Support for programme execution and administration	(\$4.7M)
Part IV Anticipated Cost Increases	(\$5.9M)
Total volume variation	(\$8.0M)

This indicates that the programme sectors (Part II.A) gained a volume increase of \$4.5 million, while a total of \$12.5 million volume reduction was made under other parts of the budget. A large reduction was therefore applied especially to Part III of the Budget, as well as to Part I and Part IV.

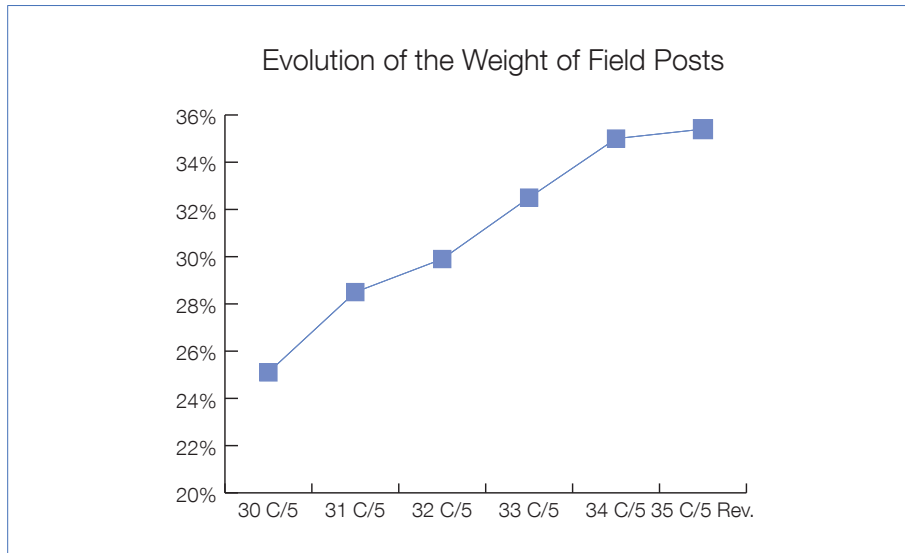
Staff analysis

The \$2.3 million increase in staff costs results from a net creation of 30 posts, of which 23 posts are to be established in the Programme sectors under Part II.A. However, in comparison with the original 35 C/5

Draft submitted, this represents a reduction of 22 posts, mainly by foregoing the new posts originally proposed for enforcing security at Headquarters.

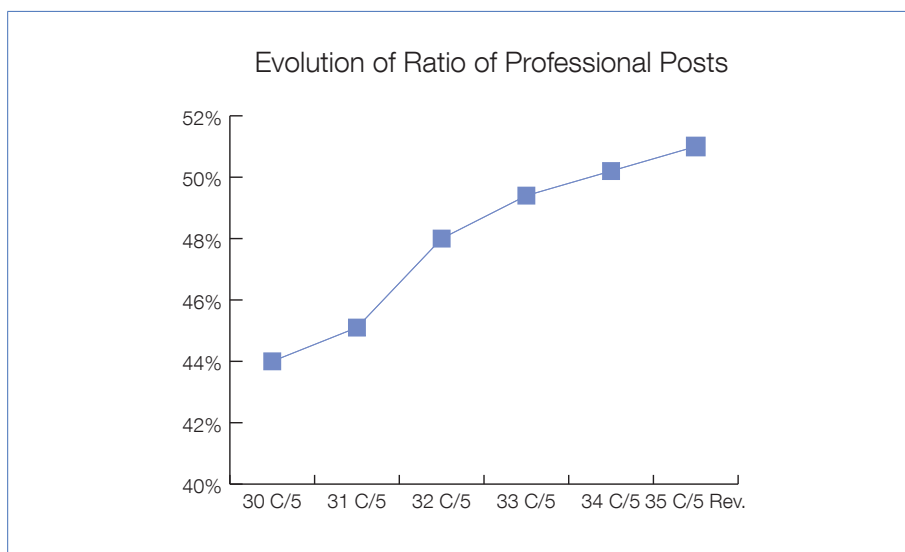
In particular, as I have already noted, I have endeavored to continue improving the ratio of staff resources between Headquarters and the Field. Upon my arrival at UNESCO in November 1999, the relative weight of field staff to total staff was 25%. In 2008-2009 (34 C/5), it had risen to 35%, and for 2010-2011 it has been planned to increase yet further to 35.4%.

The following graph demonstrates the evolution of the relative weight of field posts in terms of all posts under the regular budget over the past five biennia:



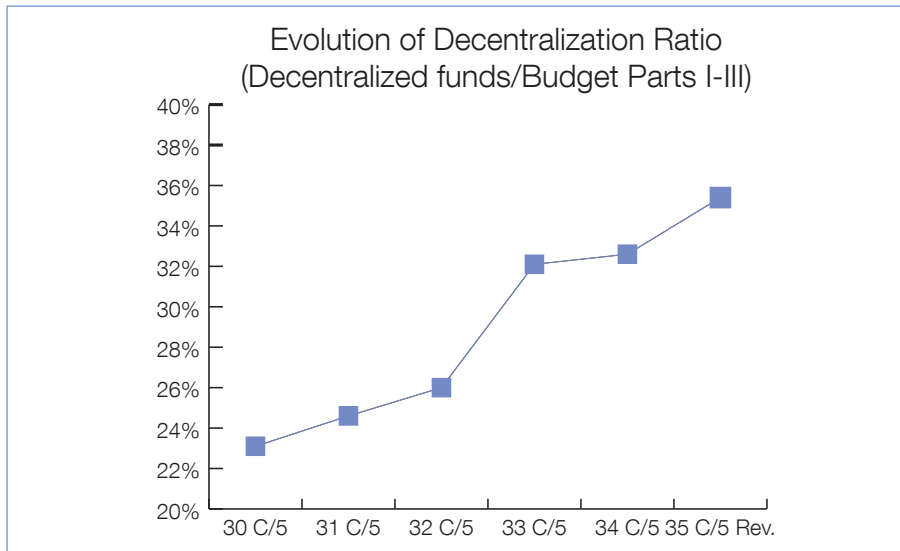
In the budgets I have submitted since 2000, including this Draft 35 C/5 Rev., I have achieved a net reduction of 324 posts at Headquarters while increasing our field presence by a net creation of 161 posts. This represents a net overall decrease of 163 posts.

I have also made an effort, within the limited resources, to increase the relative weight of Professional category posts vis-à-vis the General Services category. The evolution of the Professional ratio over the biennia is also shown below.



Decentralization

Since document 30 C/5, there has been a systematic increase in the amount of resources decentralized to the field. The budget's overall rate of decentralization has thus risen from 23% to 35% in the Draft 35 C/5 Rev.



Draft Appropriation Resolution for 2010-2011

\$653 million

The General Conference, at its 35th session, resolves that:

A. Regular programme

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

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

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

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

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

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

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

(4) The appropriation for Major Programme II includes the budget appropriations for the Intergovernmental Oceanographic Commission (IOC) of:

9 487 200

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

12 332 300

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

Additional appropriations

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

Budgetary commitments

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

Transfers

- (d) With the approval of the Executive Board the Director-General is authorized to make transfers from Part IV of the budget (Anticipated Cost Increases) to the relevant appropriation lines in Parts I to III of the budget, for the purpose of meeting increases in staff costs and in the costs of goods and services.
- (e) The Director-General may make transfers between appropriation lines up to an amount of 1% of the initial appropriation, informing the Members of the Executive Board in writing, at the session following such action, of the details and reasons for these transfers. In instances where transfers between appropriation lines entail an amount greater than 1%, the Director-General shall obtain the prior approval of the Executive Board.
- (f) The budget appropriations for the UNESCO Intergovernmental Oceanographic Commission (IOC) and the UNESCO World Heritage Centre (WHC) shall not be decreased by transfers of funds to other parts of the budget.

Staff

- (g) The established posts by grade foreseen for the 2010-2011 biennium are summarized in Annex II of document 35 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
- (h) In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the UNESCO Institute for Statistics (UIS), the UNESCO-IHE Institute of Water Education (UNESCO-IHE), and the International Centre for Theoretical Physics (ICTP). These posts are not included in the establishment table set out in Annex II.

Assessment

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

Currency fluctuation

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

B. Extrabudgetary programmes

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

Draft Resolutions

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 36th session of the General Conference (October-November 2011) and five ordinary sessions of the Executive Board during 2010-2011;
- (ii) provide for the functioning of the Directorate and the chapters comprising the Direction of the Organization;
- (iii) contribute to the running costs of the joint machinery of the United Nations system;

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

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

Internal Oversight

- Risk management, control, compliance and value-for-money mechanisms strengthened in UNESCO;
- Policy development and effectiveness and efficiency of programme delivery improved as a result of evaluations;
- Accountability and adherence to rules and regulations in UNESCO strengthened;

International Standards and Legal Affairs

- Quality legal advice to the Organization and its governing bodies provided;
- 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 on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies provided;
- Monitoring of the Organization's standard-setting instruments coordinated;

Ethics Programme

- Code of conduct for international civil servants publicized and disseminated;
 - Voluntary disclosure channel established;
 - Hotline (“whistleblower”) protection policy created;
 - Financial disclosure policy and conflict of interest rules disseminated and implemented;
 - Training module on “ethics” developed and implemented on a mandatory basis by all staff;
3. **Further requests** the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

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 Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous people, and by focusing on the key areas of literacy, teachers, skills development for the world of work, and sector-wide education plans and policies, paying particular attention to education for sustainable development and fostering South-South cooperation as a key modality for action, in order to:

Biennial sectoral priority 1: Supporting the achievement of Education for All in countries in need

- (i) focus on three fundamental areas for achieving EFA – literacy, teachers, and skills for the world of work – with the potential to impact significantly the lives of learners and their communities and to advance human development. As lead agency for the United Nations Literacy Decade (UNLD), UNESCO will assist Member States to boost their functional literacy rates, particularly through its Literacy Initiative for Empowerment (LIFE), and promote literacy on the education agenda. It will support Member States in the design and implementation of effective policies and systems for training and retaining teachers so as to meet current and future demand, in particular through the Teacher Training Initiative for sub-Saharan Africa (TTISSA). As a third building block, the Organization will promote technical and vocational education and training (TVET) and skills development for the world of work, within a broader framework of lifelong learning while putting a strong emphasis on secondary technical education. It will concentrate its actions on policy upstream work, in particular by assisting in reforming TVET systems in targeted countries, as well as on promoting UNESCO's normative instruments in TVE and improving national statistical capacities for better monitoring of TVET systems. In each of these priority areas, particular emphasis will be placed on equity and gender issues;
- (ii) provide capacity development, technical support and global leadership in the different stages of education from early childhood to the adult years, so as to assist Member States to build and manage effective education systems. Thus, UNESCO will support Member States both in improving their policies and systems in educational levels identified as national priorities for action, from early childhood care and education (ECCE) to higher education, and in enhancing the linkages between these different levels. Particular emphasis will be placed on improving access to and the quality of education;

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

Biennial sectoral priority 2: Providing global and regional leadership in education

- (iv) continue to ensure global leadership and coordination of international efforts in education, including through the tracking of educational trends. UNESCO will coordinate international EFA partners in order to bring governments together to take decisions on major international policy issues in education and raise awareness on educational priorities defined by the United Nations. These will include, in particular, the coordination of the EFA process and the UN Decade of Education for Sustainable Development (DESD, 2005-2014). In order to ensure that decisions are based on solid evidence, the Organization will provide governments and the international community with reports on trends that include evidence on the status of legislation, policies, systems and participation in education around the world, in particular concerning progress against internationally agreed development goals. This will include the continued promotion and monitoring of existing normative and standard-setting instruments in the field of education;
- (b) to allocate for this purpose an amount of \$56,175,700 for activity costs and \$62,360,000 for staff costs;¹

2. Requests the Director-General:

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report periodically to the Governing Bodies, in statutory reports, on the achievement of the following expected results:

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

1. Within the framework of the UNLD, national capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE;
2. National capacities strengthened to train and retain quality teachers, particularly through TTISSA in Africa;
3. TVET systems reformed and capacity of Member States developed to equip youth and adults with knowledge, competences and skills for the world of work.

MLA 2: From early childhood to the adult years: building effective education systems

4. National capacities strengthened in developing policies for early childhood care and education;
5. National capacities strengthened to plan, implement and manage basic education, mainly in Africa;

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

6. Secondary education systems renewed, in particular through curricular reform and improved learning assessment of students;
7. National capacities strengthened in higher education policy formulation and reform, promotion of research and quality assurance.

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

8. National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations;
9. National capacities developed to integrate the principles, values and practices of sustainable development into education sector policies and plans;
10. National capacities strengthened to develop comprehensive education sector responses to HIV and AIDS through EDUCAIDS and related efforts.

MLA 4: Leading the education agenda: coordinating international efforts in education and tracking trends

11. Political and financial commitment mobilized to achieve the EFA goals through strengthened coordinated action of EFA partners;
 12. Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies and reports such as the EFA Global Monitoring Report;
 13. International coordination and partnership in support of the United Nations Decade of Education for Sustainable Development (DESD) strengthened;
 14. Member States aware of the normative instruments in education and actively reporting on their implementation.
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 I are also being fully implemented.

UNESCO Category 1 institutes in education

01100

Draft resolution for the UNESCO International Bureau of Education (IBE)

The General Conference,

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

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

1. **Emphasizes** and values the important contribution of the IBE to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the key area of **curriculum development**, through the:
 - (i) provision of capacity development and technical assistance to curriculum specialists in Member States in the area of content, methods, policies and processes of curriculum development for quality education;
 - (ii) contribution to the promotion and renewal of international dialogue on educational policies and curriculum development, in particular through production of knowledge on education systems, existing curricula, curriculum development processes, good practices and innovations in teaching and learning, and through follow-up actions to support the implementation of the recommendations of the 48th session of UNESCO's International Conference on Education on the theme of "Inclusive Education: the Way of the Future";
2. **Requests** the IBE Council acting in conformity with the Statutes of the Bureau and with the present resolution, when approving the Bureau's budget for 2010 and 2011:
 - (a) to ensure that the objectives and activities of the IBE 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 the IBE with the aim of contributing to the achievements of the expected results of Major Programme I as listed in paragraph 6;
 - (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that the IBE may accomplish its mission;
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 \$4,800,000;
4. **Expresses its gratitude** to the Swiss authorities, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of IBE and **invites** them to continue their support for 2010-2011 and beyond;

5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of the Bureau's activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;
6. **Requests** the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IBE to the achievement of the following expected results of MP I:
 - National capacities strengthened to plan, implement and manage basic education, mainly in Africa (MLA 2 – expected result 5);
 - Secondary education systems renewed, in particular through curricular reform and improved learning assessment of students (MLA 2 – expected result 6);
 - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
 - Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies such as the EFA Global Monitoring Report (MLA 4 – expected result 12).

Draft resolution for the UNESCO International Institute for Educational Planning (IIEP)

The General Conference,

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

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

1. **Emphasizes** and values the important contribution of the IIEP education institute to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of **educational planning and policy analysis**, through the:
 - (i) provision of evidence-based analysis and research for planners and managers to improve equitable access to quality education at all levels;
 - (ii) development of Member States' institutional capacities to plan and manage their education systems to ensure the provisions of quality education for all, through training, coaching, and technical assistance;
2. **Requests** the IIEP Governing Board acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budgets for 2010-2011:
 - (a) to ensure that the objectives and activities of IIEP correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) to consolidate and develop the programmes and projects of IIEP with the aim of contributing to the 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 IIEP may accomplish its mission;
3. **Authorizes** the Director-General to provide support to the IIEP by granting a financial allocation under Major Programme I for a total amount of \$5,300,000;
4. **Expresses its gratitude** to the French and Argentine authorities, which provide the Institute's premises free of charge and periodically finance their upkeep, and to the Member States and organizations that have contributed intellectually or financially to the IIEP activities and **invites** them to continue their support for 2010-2011 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of the IIEP activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;

6. **Requests** the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IIEP to the achievement of the following expected results of MP I:
- National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
 - Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies such as the EFA Global Monitoring Report (MLA 4 – expected result 12).

Draft resolution for the UNESCO Institute for Lifelong Learning (UIL)

The General Conference,

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

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

1. **Emphasizes** and values the important contribution of the UIL including the coordination of the Literacy Initiative for Empowerment (LIFE) to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development, policy research and networking in the area of **literacy, non-formal education and adult education within the framework of lifelong learning**, through:
 - (i) contribution to global literacy efforts and provision of technical assistance to improve literacy policies, programmes and practices;
 - (ii) advancement of lifelong learning for all through relevant policies, targeted research, institutional frameworks and recognition, validation and accreditation mechanisms, including the promotion and integration of non-formal education and adult education into sector-wide strategies and the follow-up of the decisions and recommendations of the 6th International Conference on Adult Education (CONFINTEA VI) at the global, regional and national levels;
2. **Requests** the Governing Board of UIL acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2010 -2011:
 - (a) to ensure that the objectives and activities of the institute correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) to consolidate and develop the programmes and projects of UIL with the aim of contributing to the achievements of the expected results of Major Programme I as listed below;
 - (c) to reinforce the Institute's capacity as a global resource centre and its responsibility in literacy, non-formal education, adult education and lifelong learning;
 - (d) to take the necessary measures to follow up the decisions and recommendations of CONFINTEA VI;
 - (e) to continue to work with the Director-General to mobilize the necessary human and financial resources so that UIL may accomplish its mission;
3. **Authorizes** the Director-General to provide support to UIL by granting a financial allocation under Major Programme I for a total amount of \$2,000,000;
4. **Expresses its gratitude** to the German Government for its continuing support to UIL by giving a substantial financial contribution and provide 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 that have contributed intellectually or financially to UIL activities and **invites** them to continue their support for 2010-2011 and beyond;

5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to grant or renew their financial and other appropriate means to enable UIL to contribute 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 MP I:
 - Within the framework of the UNLD, national capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE (MLA 1 – expected result 1);
 - National capacities strengthened to prepare, implement and manage sector-wide education plans and inclusive policies, including for post-conflict and post-disaster situations (MLA 3 – expected result 8);
 - Global and regional progress in EFA monitored and education trends identified through applied research and the publication of studies such as the EFA Global Monitoring Report (MLA 4 – expected result 12).

Draft resolution for Information Technologies in Education (IITE)

The General Conference,

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

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

1. **Emphasizes** and values the important contribution of the IITE to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of **information and communication technologies (ICTs)** in education, through:
 - (i) collection, analysis and dissemination of information and best practices on the use of ICTs in education with particular emphasis on teachers;
 - (ii) provision of technical assistance and training for capacity-building of Member States on the application of ICTs in education;
2. **Requests** the Governing Board of the IITE, acting in conformity with the Statutes of the Institutes and with the present resolution, when approving the Institute's budget for 2010-2011:
 - (a) to ensure that the objectives and activities of IITE correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) to consolidate and develop the programmes and projects of IITE with the aim of contributing to the achievements of the expected results of Major Programme I as listed below;
 - (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IITE may accomplish its mission;
3. **Authorizes** the Director-General to provide support to the IITE by granting a financial allocation under Major Programme I for a total amount of \$900,000;
4. **Expresses its gratitude** to the Government of the Russian Federation for its financial contribution and for providing the premises free of charge and to the Member States and organizations that have contributed intellectually or financially to the IITE activities and **invites** them to continue their support for 2010-2011 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IITE activities in the service of Member States, in conformity with their respective missions, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;
6. **Requests** the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IITE to the achievement of the following expected results of MP I:

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

Draft resolution for the 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 2008-2009 biennium,

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

1. **Emphasizes** and values the important contribution of the IICBA education institute to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of **teacher development in Africa**, through:
 - (i) strengthening of capacities to formulate, implement and evaluate teacher development policies in response to implementation needs of the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) using open and distance learning (ODL), ICTs and face-to-face training;
 - (ii) promotion of policy dialogue, research, setting norms and standards, and networks of communities of best practices for teacher policy in the Africa region;
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 2010-2011:
 - (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 may accomplish its mission;
3. **Authorizes** the Director-General to provide support to IICBA by granting a financial allocation under Major Programme I for a total amount of \$2,500,000;
4. **Expresses its gratitude** to Member States and organizations that have contributed intellectually or financially to the activities of IICBA and **invites** them to continue their support for 2010-2011 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IICBA activities in the service of Member States, in conformity with their respective missions, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;
6. **Requests** the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IICBA to the achievement of the following expected result of MP I:
 - National capacities strengthened to train and retain quality teachers, particularly through TTISSA in Africa (MLA 1 – expected result 2).

Draft resolution for the 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 2008-2009 biennium,

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

1. **Emphasizes** and values the important contribution of IESALC to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the area of **higher education in Latin America and the Caribbean**, through:
 - (i) promotion of cooperation and networking, and by serving as a reference centre and laboratory of ideas on the processes, trends and challenges of higher education in Latin America and the Caribbean;
 - (ii) provision of technical assistance to strengthen national capacities and higher education institutions concerning the formulation, planning, implementation and monitoring of policies and projects in the field of higher education;
2. **Requests** the Governing Board of IESALC, acting in conformity with the Statutes of the Institutes and with the present resolution, when approving the Institute's budget for 2010-2011:
 - (a) to ensure that the objectives and activities of the institute correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) to consolidate and develop the programmes and projects of the institute with the aim of contributing to the 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 the institute may accomplish its mission;
3. **Authorizes** the Director-General to provide support to the IESALC by granting a financial allocation under Major Programme I for a total amount of \$2,000,000;
4. **Expresses its gratitude** to the Bolivarian Republic of Venezuela for its continuing support and for providing the premises of IESALC free of charge and to the Member States and organizations that have contributed intellectually or financially to IESALC activities and **invites** them to continue their support for 2010-2011 and beyond;
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 IESALC activities in the service of Member States, in conformity with their respective missions, 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 IESALC to the achievement of the following expected results of MP I:

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

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

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

- (i) assist Member States in the formulation and implementation of science, technology and innovation policies and related capacities, drawing as appropriate on the contribution of local and indigenous knowledge; and promote access to scientific and technical knowledge and basic services through cutting-edge technologies, especially in developing countries;
- (ii) strengthen science and technology education as well as human and institutional capacity-building and associated policies in the basic sciences, engineering and renewable energy, including through the International Basic Sciences Programme (IBSP), in close cooperation with the Education Sector, the International Centre for Theoretical Physics (ICTP), the International Bureau of Education (IBE) and educational and scientific networks, centres of excellence and non-governmental organizations, with emphasis on encouraging curriculum development, quality science and engineering teaching, the use of science to respond to contemporary challenges, the sharing of scientific and research capacities, and South-South and triangular North-South-South cooperation;
- (iii) leverage the contribution of science and technology applications for poverty eradication, sustainable development and other development goals and for addressing global climate change, integrating gender equality considerations and targeting under-represented groups, particularly through the promotion of linkages between education, research and development, and the strengthening of cooperation between Major Programmes II and III;

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

- (iv) support the execution of the seventh phase of the International Hydrological Programme (IHP), including through its crosscutting and specialized projects (HELP, FRIEND, G-WADI, ISARM, PCCP and IFI), and enhanced coordination with the IHP National Committees, the category 1 institute UNESCO-IHE, the water-related institutes and centres under UNESCO auspices (category 2) and UNESCO chairs; strengthen scientific approaches for improved water management policies and governance, particularly in arid and semi-arid zones and in urban systems; enhance water-related technical capacity-building and education at all levels; provide approaches for adapting to the impacts of global changes on river basins and aquifers; and

actively contribute to and strengthen global monitoring, reporting and assessment of freshwater resources through the World Water Assessment Programme (WWAP), with particular attention to sub-Saharan Africa;

- (v) improve the performance and impact of the Man and the Biosphere (MAB) Programme and the World Network of Biosphere Reserves, in particular through the implementation of the Madrid Action Plan (2008-2013) for the development of biosphere reserves as learning platforms for sustainable development, by encouraging the production and sharing of knowledge on biodiversity and ecosystem management, leveraging resources, improving coordination and promoting cross-cutting activities through a variety of partnerships; consolidate and reinforce UNESCO's role within the United Nations system for building capacity for Earth sciences in support of sustainable development through the International Geoscience Programme (IGCP); expand partnerships with space agencies and other partners for tracking changes in land, water and oceans within the context of UNESCO and United Nations-sponsored Earth systems observation and monitoring initiatives; and promote the use of UNESCO-inscribed sites for raising awareness and understanding of climate change and other Earth system processes;
 - (vi) support national and regional efforts to develop capacities for the reduction of risks arising from natural and human-induced disasters with a focus on policy advice, knowledge sharing, awareness-raising, and education for disaster preparedness, paying particular attention to integrating a gender perspective and to youth;
 - (vii) strengthen the lead work of the UNESCO Intergovernmental Oceanographic Commission (IOC), as the specialized intergovernmental body within the United Nations system, in improving ocean governance and fostering intergovernmental cooperation through ocean sciences and services; improve scientific knowledge and understanding of oceanic and coastal processes with a view to assisting Member States in the design and implementation of sustainable policies and approaches for prevention and reduction of the impacts of natural hazards, mitigation of the impacts of and adaptation to climate change and variability, and safeguarding the health of oceans ecosystems, as well as in the development of management procedures and policies leading to the sustainability of coastal and ocean environment and resources; and support Member States in developing capacities in ocean sciences, services and observations;
- (b) to allocate for this purpose an amount of \$20,499,600 for activity costs and \$38,574,400 for staff costs;

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

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

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

1. Existing national STI policies and strategies reviewed, with particular emphasis on Africa and LDCs;
2. Regional STI strategies developed and existing strategies effectively promoted;
3. Science policy database improved and knowledge exchange enhanced;

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

Main line of action 2: Strengthening science education and capacity-building in the sciences

5. Science education at various levels strengthened through IBSP, science education policies promoted and quality of science teaching improved, with special focus on Africa and on participation of girls and women;
6. Human and institutional capacity-building in the basic sciences strengthened to foster applications for societal needs and encourage careers in science, with emphasis on Africa and on gender equality;
7. Member States assisted in engineering capacity-building and innovation as well as the development of relevant policies;
8. Member States assisted in policies for renewable and alternative sources of energy and related capacity-building;

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

9. Knowledge base of the processes of the hydrological cycle, including river basins, aquifer systems and ecosystems strengthened;
10. Member States assisted in strengthening policies for water governance and management in river basins, urban systems, arid and semi-arid zones, including groundwater and shared waters;
11. Water-related capacities reinforced, including through education at all levels, with an emphasis on Africa and gender mainstreaming;
12. Integrated management of biological and mineral resources promoted, drawing on the knowledge base, networks and institutional capacity;
13. The use of participatory approaches for biodiversity conservation, climate change adaptation and mitigation promoted through the WNBR;
14. Geosciences capacities for Earth systems observations and monitoring, geohazard prediction and climate change adaptation strengthened, with a special focus on Africa;
15. Capacities built for mitigation of natural disasters, with particular attention to gender parity and youth, through networking, partnerships and policy support;

Main line of action 4: Improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones

16. Ocean observing systems and data exchange standards enhanced;
17. Enhanced coordination of research on ocean ecosystems, marine habitats and biodiversity, and best practices promoted in the management of marine and coastal ecosystems;
18. Risks from tsunamis and other ocean and coastal-related hazards reduced;

19. Member State requests for policy and capacity development responded to by integrating knowledge and experience available from all relevant IOC programmes;
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 II are also fully implemented.

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 capacity-building for the sound management of natural resources, and the role of UNESCO-IHE therein,

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

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

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

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

1. **Requests** the Governing Board of UNESCO-IHE to continue and intensify its efforts to:
 - (a) further strengthen cooperation with the 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, LCDs and SIDS as well as those of the most vulnerable segments of society, including indigenous people;
 - (b) contribute to the water education thematic programme of the UN DESD, including the implementation of a water education and training needs assessment and the organization of a regional workshop for Europe and North-America on this theme;
 - (c) contribute actively to assisting Member States to attain 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 to Member States;
 - (g) innovate with new ways of delivering of education and capacity-building services within developing countries themselves, in particular through distance learning methods;

- (h) strengthen linkages with water-related category 2 centres, in particular within the framework of UNESCO's overall strategy for water-related category 1 and 2 institutes and centres;
2. **Expresses its gratitude** to the Government of the Netherlands as host country to UNESCO-IHE for providing core support that ensures the operation of the institute, and to the other Member States and institutions that provide support for UNESCO-IHE projects and fellowships;
 3. **Appeals** to Member States to make voluntary contributions to UNESCO-IHE and in particular to the "UNESCO Tertiary Water Education Grants Programme", thus demonstrating that Member States are committed to water education and capacity-building and are willing to play a part in ensuring that category 1 institutes can operate in the long term entirely on extrabudgetary funding;
 4. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
 - sustainable development enhanced through water education and training, primarily in developing countries;
 - research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries;
 - capacities of local water-related organizations built and increased;
 - knowledge and information developed and shared through partnerships and joint activities in education, research and capacity-building.

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 2008-2009 biennium,

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

1. **Requests** the ICTP Steering Committee and Scientific Council, in accordance with the ICTP Statutes, host country agreements, and this resolution, when approving the Centre's budget for 2010-2011:
 - (a) to continue to ensure that ICTP goals and activities are in consonance with UNESCO's strategic programme objectives and priorities in the natural sciences, with special emphasis on the Organization's two global priorities, Africa and gender equality, and on the needs of youth, LCDs and SIDS as well as those of the most vulnerable segments of society, including indigenous people;
 - (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 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 for the Centre free of charge, and to the Member States and foundations that have supported the Centre through voluntary contributions, and invites them to continue their support in 2010-2011 and beyond;
4. **Appeals** to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable ICTP to implement and expand the activities envisaged for the 2010-2011 biennium;
5. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

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

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

Biennial Sectoral Priority 1: Responding to critical global social challenges

- (i) promote policy-oriented research on the main obstacles and challenges to the implementation of human rights in the domains of UNESCO, including through the establishment of the rule of law;
- (ii) pursue the research-policy work on the human rights-based approach to respond to the evolving global financial, economic and social crisis, strengthen poverty eradication and promote gender equality;
- (iii) pursue the implementation of UNESCO's Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance, in particular through the development of research-policy linkages on fighting racism and discrimination, reinforcing regional coalitions of cities against racism and discrimination and combating HIV/AIDS-related discrimination;
- (iv) support the Management of Social Transformations (MOST) Programme with a view to responding to the current global crisis and in the development of policy-oriented research and related capacity-building in such fields as poverty eradication, migration, regional integration and urban issues, SIDS, youth, sport and gender equality policies, in close cooperation with existing international and regional research networks, through support for and strengthening of networks of both government (including the fora of Ministers of Social Development) and civil society experts and research institutions;
- (v) disseminate cutting-edge research results and improved methodologies through publications and online databases;
- (vi) foster dialogue between policy-makers, researchers and youth organizations in the field of youth, with particular focus on empowering young women and men to fully participate in policy development and implementation at all levels and assisting Member States to develop effective youth policies, by promoting research, dialogue, exchange of best practices and capacity-building measures on emerging challenges such as the economic crisis, social cohesion, intercultural dialogue and youth violence, in cooperation with organizations of the United Nations system, IGOs, researchers and youth organizations and networks;

- (vii) contribute to the elaboration and improvement of physical education and sports policies, monitor the implementation of the International Convention against Doping in Sport (2005), in close cooperation with States Parties and the World Anti-Doping Agency (WADA);
- (viii) contribute to the elaboration of national and regional policies for the social and human sciences, in the framework of UNESCO's intersectoral platform on strengthening national research systems, with emphasis on the contribution of national research systems and science policies to overall national strategies for sustainable development and with an initial focus on Africa;
- (ix) strengthen the contribution of research in the human sciences to the culture of peace through fostering dialogue (including the Greater Horn Horizon Forum of Intellectuals for the Horn of Africa; the civil society dialogue between Israel and Palestine), linking it to relevant initiatives of the Alliance of Civilizations and with special emphasis on the promotion of South-South and North-South-South cooperation, within the framework of the intersectoral platform on contributing to the dialogue among civilizations and cultures and a culture of peace;
- (x) pursue the implementation of the Integrated Strategy on Democracy, through initiatives including the Arab and Asian philosophical dialogue on democracy and social justice, the dialogue on democracy and human rights between the Arab world and Africa as well as through the research of the International Centre for Human Sciences in Byblos, Lebanon, under the auspices of UNESCO (category 2);
- (xi) pursue the implementation of the three pillars of UNESCO's Intersectoral Strategy on Philosophy, with emphasis on the promotion of philosophy teaching at all levels, and the contribution of philosophy to debate on key contemporary issues relating in particular to the dialogue among civilizations and cultures and the promotion of a culture of peace; promote the international and national celebrations of World Philosophy Day in coordination with UNESCO National Commissions, relevant international and regional NGOs, as well as academic networks, the interregional philosophical dialogues and the activities of international networks, with particular emphasis on the International Network of Women Philosophers;

Biennial sectoral priority 2: Addressing emerging global ethical issues

- (xii) foster international, regional and national debate on ethical issues relating to the development of science and technology, in particular through:
 - the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST);
 - support to national ethics committees;
 - awareness-raising and study of key ethical issues, including social responsibility and more equitable sharing of the benefits of science and technology, environmental ethics and the ethical principles contained in the Recommendation on the Status of Scientific Researchers, as well as in the Declaration on Science and the Use of Scientific Knowledge; and
 - the availability of teaching expertise and teaching materials and of capacity-building, including training in developing countries, as well as of updated databases on ethical principles;

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

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

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

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

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

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Promoting human rights in UNESCO's domains and fostering dialogue on emerging social issues

1. Evidence-based policy recommendations to empower people deprived of their basic human rights formulated and disseminated;
2. Philosophical exchanges reinforced with a view to addressing new challenges to democracy and a culture of peace;

Main line of action 2: Strengthening research-policy linkages for the management of social transformations

3. Member States assisted in the development of policies in fields related to social transformations, such as regional integration, migration, SIDS, urban development and youth;

Main line of action 3: Promoting policies on physical education, sports and anti-doping

4. Member States assisted in the development of policies for physical education and sports and in the implementation of the International Convention against Doping in Sport;

Main line of action 4: Assisting Member States in developing policies in the ethics of science and technology, especially bioethics

5. Policy advice provided and bioethics programmes strengthened;
 6. Ethics infrastructures in Member States developed and reinforced;
 7. Overarching framework for an ethical approach to the use of science and technology and other scientific activities that respect human dignity and human rights further developed;
3. **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 III are also being fully implemented.

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 five main lines of action, with special emphasis on the needs of Africa and gender equality, with a view to implementing the biennial sectoral priorities set out below:

Biennial sectoral priority 1: Protecting, safeguarding and managing the tangible and intangible heritage

- (i) service States Parties to the 1972 Convention through the organization of statutory meetings of the World Heritage Committee and General Assembly with a view to ensuring the proper implementation of the decisions of its governing bodies, notably the establishment of a more credible, balanced and representative World Heritage List;
- (ii) implement the key priorities approved by the governing bodies of the 1972 Convention to address global strategic issues and challenges, particularly climate change, tourism and urbanization, notably by focusing on the conservation, management and monitoring of World Heritage for sustainable development;
- (iii) strengthen heritage conservation and capacity-building, particularly in Africa, in close cooperation with the African World Heritage Fund, notably for sites on the World Heritage in Danger List and sites in post-conflict and post-disaster countries, paying particular attention to promoting and implementing the Convention in SIDS and LDCs;
- (iv) increase awareness on heritage protection and conservation through the development of the World Heritage Centre's information and knowledge management system related to the Convention's processes, notably with a view to expanding its partnerships;
- (v) ensure a smooth start to the implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, in particular through the development of the List of Intangible Cultural Heritage in Need of Urgent Safeguarding, the Representative List of the Intangible Cultural Heritage of Humanity and the register of programmes pursuant to the Operational Directives by coordinating the consultation process and requests for assistance made under the Intangible Cultural Heritage Fund, with particular attention paid to developing countries, in particular in Africa;
- (vi) promote better protection and transmission of the intangible heritage, in particular by assisting Member States through policy advice, capacity-building for the identification of the intangible cultural heritage – with special emphasis on endangered languages – through the promotion of identification and safeguarding measures, and the gathering, analysis and dissemination of good practices in this respect;

- (vii) launch and develop communication activities through appropriate partnerships in order to ensure that the intangible heritage is understood, known and appreciated, in particular by young people, through formal and informal education systems and the new communication media;
- (viii) promote standard-setting and operational activities for the protection of cultural objects and the fight against illicit traffic, particularly through the effective implementation of the 1954 (The Hague) Convention for the Protection of Cultural Heritage in the Event of Armed Conflict and its two Protocols, and the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, as well as support to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation;
- (ix) develop capacities and institutions for the protection of underwater cultural heritage in UNESCO Member States and the effective implementation of the 2001 Convention on the Protection of the Underwater Cultural Heritage;
- (x) sustain the development of high-visibility and high-impact projects in the area of museum development at the national and local levels, in particular in Africa and LDCs, focusing on capacity-building and the reinforcement of existing infrastructures, as well as the production of educational tools for the protection and conservation of cultural objects and the strengthening of museum institutions.

Biennial sectoral priority 2: Promoting the diversity of cultural expressions and the dialogue of cultures with a view to fostering a culture of peace

- (xi) ensure the effective implementation of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, in particular through the continuation of operational guidelines, the smooth functioning of its operational mechanisms and the following up of requests for international assistance under the International Fund for Cultural Diversity (IFCD);
- (xii) promote North-South, South-South and North-South-South public-private partnerships for the development of creative industries through capacity-building, monitoring and support to regional and subregional integration initiatives in the areas of the book industry, translation, crafts and design, notably by the development of the Award of Excellence in crafts, Social Design 21 and the Dream Centers, the expansion of the Creative Cities network; and ensure assistance to Member States in the implementation of the Revised International Framework for Cultural Statistics produced in cooperation with UIS and national statistical institutes;
- (xiii) encourage initiatives designed to develop arts education at the national level with a view to promoting quality education as a means of enhancing the cognitive and creative capacities of the individual, and organize the second World Conference on Arts Education to be held in Seoul in 2010;
- (xiv) expand the integration of culture into national development policies and regional processes, in particular in Africa and the LDCs, including through the “Delivering as One” approach for CCA/ UNDAFs, poverty reduction strategies (PRSs), the implementation of the UNDP/Spain MDG Achievement Fund (MDG-F) projects, and other modalities, notably through policy advice and capacity-building, and the application of tools, such as the Cultural Diversity Programming Lens;

- (xv) expand knowledge of African history and in particular of the slave trade and the related cultural interaction processes such as the Slave Route, including action to counter prejudices and stereotypes through the pedagogical use of the UNESCO General History of Africa;
 - (xvi) consolidate efforts to promote intercultural dialogue, in particular in the context of the cooperation with the Alliance of Civilizations and of UNESCO's lead role for the International Year for the Rapprochement of Cultures (2010), as well as through programmes for indigenous peoples, the building of intercultural skills, the promotion of interreligious dialogue, and the creation of new spaces involving youth and women, reinforcing competencies to deal with religious issues.
- (b) to allocate for this purpose an amount of \$17,201,000 for activity costs, and \$36,548,700 for staff costs;

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

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible, through intersectoral platforms;
- (b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Protecting and conserving immovable, cultural and natural properties, in particular through the effective implementation of the World Heritage Convention

1. Implementation of the World Heritage Convention strengthened through the effective functioning of its governing bodies;
2. World Heritage properties more effectively protected against new global challenges and threats;
3. Conservation for sustainable development strengthened, notably through capacity-building and training activities;
4. World Heritage education, communication and knowledge management tools developed and network of partners expanded;

Main line of action 2: Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention

5. Implementation of the Convention ensured through the effective functioning of its governing bodies;
6. Member States' capacities to safeguard intangible cultural heritage for the development of the concerned communities strengthened;
7. Awareness of the importance of safeguarding intangible cultural heritage increased;

Main line of action 3: Enhancing the protection of cultural objects and the fight against their illicit traffic, notably through the promotion and the implementation of the 1970 and 2001 Conventions, as well as the development of museums

8. Reconciliation, social cohesion and international cooperation promoted through the effective implementation of the 1954 Hague Convention and its two Protocols, and of the 1970 Convention;
9. Implementation of the 2001 Convention and international cooperation for the preservation of underwater cultural heritage strengthened;
10. Capacities of LDCs for the protection and conservation of movable cultural property enhanced as an integral part of national development efforts;

Main line of action 4: Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and the development of cultural and creative industries

11. The 2005 Convention and the Copyright Convention implemented and related operational mechanisms strengthened;
12. The contribution of cultural and creative industries to development strengthened and highlighted;
13. Linguistic diversity promoted through publishing and translation;
14. The creative, productive and managerial capacities of craftspeople and designers strengthened;

Main line of action 5: Integrating intercultural dialogue and cultural diversity into national policies

15. Culture mainstreamed in national development policy frameworks and common country programming exercises in the context of UNCTs;
 16. Knowledge of African history and of the tragedy of the slave trade reinforced and disseminated;
 17. Conditions, capacities and modalities of intercultural dialogue and interreligious dialogue strengthened at local, national and regional levels;
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 IV are also being fully implemented.

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 around the following two biennial sectoral priorities and three main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LCDs and SIDS as well as the most vulnerable segments of society, including indigenous people, in order to:

Biennial sectoral priority 1: Promoting freedom of expression and information

- (i) sensitize governments, public institutions and civil society to the importance of freedom of expression through the annual celebration of World Press Freedom Day and the awarding of the UNESCO World Press Freedom Prize and raise awareness of the importance of freedom of information; monitor the situation for press freedom and the safety of journalists, with special emphasis on cases of impunity of violence against journalists;
- (ii) assist Member States in building capacity for the establishment and application of internationally recognized legal and regulatory standards for freedom of expression, freedom of information and free and independent media; assist Member States in the establishment of an enabling environment for freedom of expression and freedom of information; promote Internet governance based on the principles of openness, diversity and transparency;
- (iii) enable media professionals to apply the highest ethical and professional standards and enable people to critically access, assess and use information; encourage the development of media accountability systems based upon self regulation;
- (iv) provide support to foster editorial independence and quality programming in public service broadcasting, community media and new digital media; provide a platform for international discussions on the public services remit of Internet-based media and the private media sector;
- (v) assist Member States in creating an enabling environment for freedom of expression and independent media including in countries in conflict, post-conflict and transition as well as in post-disaster situations; strengthen the role of communication and information in fostering mutual understanding, peace and reconciliation; enable media to provide unbiased information, avoid stereotypes and counteract incitement to hatred and violence, especially within the framework of the *Power of Peace Network*;
- (vi) foster the contribution of media to disaster risk reduction and mitigation; build capacities of local and community media in handling information related to humanitarian issues, especially in countries with a high risk for natural disasters;

Biennial sectoral priority 2: Building capacities for universal access to information and knowledge

- (vii) promote the development of free, independent and pluralistic media in particular through the International Programme for the Development of Communication (IPDC); apply the IPDC-approved media development indicators; address the needs identified through them;
 - (viii) foster media pluralism and the inclusion of marginalized communities in policy- and decision-making processes related to sustainable development; foster community multimedia centres for rural communities to acquire, contextualize and share locally relevant content;
 - (ix) strengthen the institutional capacities of media training and journalism education institutions; support the adoption by media training institutions of the UNESCO model curricula on journalism; support media training institutions in their efforts to comply with the criteria for training excellence; foster equal opportunities for both men and women in media training and journalism education;
 - (x) establish enabling frameworks conducive to increasing media content that contributes to strengthening people's understanding on issues related to sustainable development and climate change; provide assistance to media organizations to impart subject-related knowledge to journalists and to strengthen their investigative capacities; foster partnerships with media to create greater awareness on the importance of education for sustainable development; develop the critical abilities of media and information users by increasing media and information literacy;
 - (xi) contribute to promoting equitable and affordable access to information for all; assist Member States in the establishment and implementation of effective policy frameworks, strategies and capacity-building for fostering information literacy, information preservation, information ethics, information for development and information accessibility; enhance the international and national outreach of the Information for All Programme (IFAP); enhance information accessibility for the disadvantaged, including indigenous people and minority groups; promote the availability of diverse and multilingual content;
 - (xii) reinforce infostructures by strengthening the role of libraries and archives as key institutions in disseminating and preserving information and knowledge; build capacities of information professionals to be better equipped to meet the evolving challenges in the areas of libraries and archives;
 - (xiii) promote the preservation of documentary heritage by safeguarding original material and raising awareness of the importance of heritage and memory as contributors to knowledge; contribute to the expansion of the World Digital Library to serve as a framework for national and international policy development;
 - (xiv) foster strategies for increasing the use of ICTs in knowledge acquisition and sharing; promote access to scientific information through the use of ICTs, open access policies and strategies and the increased use of open-source tools in all areas of UNESCO's competence;
- (b) to allocate an amount of \$13,108,800 for activity costs and \$20,049,200 for staff costs;

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

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

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

Main line of action 1: Promoting freedom of expression and access to information

1. Freedom of expression more broadly respected and related internationally recognized legal, ethical and professional standards applied, including those related to the safety of media professionals;
2. Member States assisted in creating an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations;
3. Editorial independence and quality programming in public service broadcasting, community media and new digital media fostered;

Main line of action 2: Strengthening free, independent and pluralistic media and communication for sustainable development

4. Member States assisted in the development of free, independent and pluralistic media based on IPDC media development indicators;
5. Capacities of media training and journalism education institutions increased to reach the established criteria of excellence in training, including the pursuit of gender equality;
6. Media and information literacy increased to foster informed decision-making;

Main line of action 3: Fostering universal access to information and knowledge and the development of infostructures

7. Member States assisted in the development and adoption of inclusive policy frameworks for universal access to, and dissemination of, information;
 8. Preservation of documentary heritage reinforced in Member States;
 9. Infostructures for sustainable development and good governance in Member States promoted;
 10. Member States assisted in developing strategies for using ICTs in knowledge acquisition and sharing;
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.

06000

Draft resolution for UNESCO Institute for Statistics (UIS)

The General Conference,

Taking note of the report of the Governing Board of the UNESCO Institute for Statistics (UIS) for 2008,

Also taking note of the Medium-Term Strategy for 2008-2013 of the UNESCO Institute for Statistics,

1. **Requests** the Governing Board of the UNESCO Institute for Statistics to focus the Institute's programme on the following priorities, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples:
 - (a) to improve the relevance and quality of UNESCO's international database by developing new statistical concepts, methodologies and standards in education, science, culture and communication, by promoting the collection and production of quality statistics and indicators in a timely manner, and by strengthening communication with Member States and cooperation with field offices and partner agencies and networks;
 - (b) to undertake the revision of the International Standard Classification of Education (ISCED) in view of the major changes that have taken place in the adaptation and structuring of education systems since the last revision, with a view to its finalization during the 2010-2011 biennium;
 - (c) to contribute to building national statistical capacity by working with development agencies to disseminate technical guidelines and tools, to train national personnel, and to provide expert advice and support to in-country statistical activities;
 - (d) to support the development of policy analysis in Member States by training in analysis, by conducting analytical studies in partnership with international specialists, and by disseminating best practices and analytical reports to a wide audience;
 - (e) to strengthen the position of the UNESCO Institute for Statistics within the international statistical landscape by looking for and/or intensifying cooperation with other relevant international organizations, including the Organisation for Economic Co-operation and Development (OECD) and the Statistical Office of the European Communities (Eurostat);
 - (f) to implement the revised Framework for Cultural Statistics, if approved by the 2009 General Conference, with a view to establishing regular data collections in this area at the national and international levels;
2. **Authorizes** the Director-General to support the UNESCO Institute for Statistics by providing a financial allocation of \$9,128,600;

3. **Invites** Member States, international organizations, development and donor agencies, foundations and the private sector to contribute financially or by other appropriate means to the implementation and expansion of the activities of the UNESCO Institute for Statistics;
4. **Requests** the Director-General to report in the statutory reports on the achievement of the following expected results:
 - UNESCO statistical database improved in terms of data quality and coverage of both current and historical data, together with appropriate metadata and better online data access for users;
 - timeliness, collection, processing and submission of data improved;
 - relevance of information enhanced to support policy- and decision-making through development of new international statistical surveys using improved data instruments and methodology;
 - coordination improved with other international and regional organizations involved in the production and dissemination of comparative data to better serve international and national data needs;
 - emerging policy information needs identified to monitor development targets in consultation with UNESCO programme sectors, Member States and partner agencies, and new internationally comparable indicators developed to measure these issues;
 - international statistical classifications revised in the areas of education, culture, communication, science and technology, including extensions and revisions to cover new policy interests in these fields;
 - UIS statistical standards promoted and used by other agencies and wider implementation of UIS standards in national statistical programmes resulting in an increased amount of internationally comparable data on education, science, culture and communication;
 - diagnoses of strengths and weaknesses of national data production cycles improved;
 - provision of technical advice to countries enhanced;
 - cooperation strengthened with other development agencies in statistical capacity-building and reinforced networks of countries, experts and institutions;
 - UIS programme of research and analysis maintained and improved, adding value to UNESCO data;
 - guidance and support provided in the interpretation and use of cross-nationally comparable statistics in the fields of UNESCO's mandate;
5. **Further requests** the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

07000

Draft resolution for Intersectoral platforms

The General Conference,

1. **Mindful** of the Medium-Term Strategy for 2008-2013 (34 C/4) and in particular its strong intersectoral orientation reflected in the overarching and strategic programme objectives,
2. **Recalling** that under the Approved Programme and Budget for 2008-2009 (34 C/5) 12 intersectoral platforms were launched,
3. **Taking note** of the decision by the Executive Board 180 EX/Decision 21 and in particular its paragraphs 81-84 dealing with intersectoral platforms,
4. **Welcomes** the inclusion of three coordinating intersectoral platforms and nine thematic intersectoral platforms in document 35 C/5 as a new modality for advancing intersectoral programme implementation, namely:
 - (a) the following coordinating intersectoral platforms:
 - Priority Africa – coordinating and monitoring the plan of action to benefit Africa;
 - contribution to the implementation of the Mauritius Programme of Action for the Sustainable Development of Small Island Developing States (SIDS);
 - support to countries in post-conflict and post-disaster situations.
 - (b) the following thematic intersectoral platforms:
 - science education;
 - HIV and AIDS;
 - Education for Sustainable Development (ESD);
 - fostering ICT-enhanced learning;
 - strengthening national research systems;
 - languages and multilingualism;
 - contributing to the Dialogue among Civilizations and Cultures and a Culture of Peace;
 - UNESCO action to address climate change;
 - foresight and anticipation;

5. **Requests** the Director-General to ensure that the strategies and expected results for the various intersectoral platforms and the funds earmarked for them by the major programmes concerned add value to and enhance the attainment of the objectives and expected results of those major programmes;
6. **Also requests** the Director-General to develop and pursue other approaches and modalities, as appropriate, to promote intersectorality;
7. **Authorizes** the Director-General to continue implementing the strategies and plans of action for the 12 intersectoral platforms;
8. **Further requests** the Director-General to include in the statutory reports to governing bodies information on the amount of resources provided by the major programmes concerned to the various intersectoral platforms and on the achievement of the expected results for these platforms.

Field – Management of decentralized programmes

08000

Draft resolution for Management of decentralized programmes

The General Conference

Authorizes the Director-General

- (a) to carry out the planning and implementation of the Organization's programmes and actions at the country and regional levels through the Organization's network of field offices and to continue participating actively in joint United Nations programming exercises and initiatives at the country level;
- (b) to allocate for this purpose an amount of \$56,189,400 for staff costs in the field offices.

09100

Draft resolution on 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 efforts to benefit Africa through a coordinating and monitoring mechanism, in order to:
 - (i) strengthen relations with African Member States, in particular through their Permanent Delegations and National Commissions, as well as through appropriate bodies of the African Union (AU), with a view to responding to their priority needs;
 - (ii) support the development and monitor the implementation of strategies for strengthening cooperation with African Member States, aimed in particular at meeting the commitments of Education for All (EFA) and other regional commitments and achieving the United Nations Millennium Development Goals (MDGs) relating to the Organization's various fields of competence;
 - (iii) ensure that the priorities identified by the African Union, in particular by its New Partnership for Africa's Development (NEPAD), which constitutes for the United Nations system as a whole a special framework for cooperation with the African Union, are taken into account in the Organization's planning and programming processes;
 - (iv) contribute actively to the process of subregional and regional integration in UNESCO's fields of competence;
 - (v) promote cooperation and partnership with African Member States and mobilize multilateral and bilateral development assistance mechanisms, as well as the private sector;
 - (vi) lead and coordinate UNESCO's efforts in Africa to assist countries in post-crisis and post-conflict or post-disaster reconstruction situations, in particular by strengthening the action of the Programme of Education for Emergencies and Reconstruction (PEER);
 - (vii) serve as focal point for all questions relating to Africa and ensure the visibility of UNESCO's action in Africa;
- (b) to allocate for this purpose an amount of \$1,044,400 for activity costs and \$3,631,900 for staff costs;

2. **Requests** the Director-General to report periodically to the governing bodies, in statutory reports, on the achievement of the following expected results:
 - development of relations with African Member States strengthened, in particular through their Permanent Delegations and National Commissions, groups of African Member States within UNESCO, the United Nations and the African Union, and joint commissions involving the Commission of the African Union, Regional Economic Communities (RECs) and regional integration organizations (RIOs);
 - African Member States' development priorities relating to the Organization's various fields of competence, in particular AU/NEPAD sectoral plans of action, reflected in UNESCO's programming, as well as in joint programming of the United Nations system at the country level;
 - new partnerships with multilateral and bilateral organizations, and with the private sector established and implemented;
 - assistance provided for the conduct of joint activities with United Nations partners, notably with the Office of the United Nations High Commissioner for Refugees (UNHCR) and African regional organizations in all post-crisis African countries at their request, in particular through the Programme of Education for Emergencies and Reconstruction (PEER);
 - action coordinated, interaction and communication improved between UNESCO Headquarters, field offices in Africa and the UNESCO National Commissions in Africa;
 - visibility of the Organization's action to benefit Africa increased;
3. **Further requests** the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

Draft resolution on Public information

The General Conference,

Considering that public information activities aim to increase the visibility of the Organization by disseminating, to various sections of the public, its ideals, projects and achievements and contribute to the mobilization of partnerships,

Also considering that public information is closely linked to programme activities and constitutes support for their implementation,

Further considering that public information must enhance the Organization's image as a participant in the United Nations family's collective action, while highlighting its specific characteristics and added value,

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

- (a) to implement a public information programme that includes the following lines of action:
 - (i) preparation and implementation of a comprehensive communication plan for the entire Organization, setting out priority information themes (linked to programme priorities), events illustrative of such themes, their implementation schedule, the goals pursued, use of various communication media and evaluation of their impact;
 - (ii) organization of coordination and training activities with offices and National Commissions in order to implement the communication plan in the field;
 - (iii) continued development of the Organization's Internet portal, the main public information instrument, in two areas in particular, namely multilingual provision of the information disseminated and incorporation of the various information products (text, images and video);
 - (iv) mobilization of the print, audiovisual and online media in order to increase the Organization's media presence by disseminating relevant advisories and press releases, providing photographs and audiovisual programmes illustrating the Organization's best achievements, holding briefings and press conferences on the occasion of major events, mobilizing the Organization celebrity partners, as appropriate, and organizing press seminars for groups of journalists from Member States in cooperation with the respective National Commissions;
 - (v) implementation of the new publications and distribution policy designed to produce a limited and justified number of publications, consistent with programme priorities and subject to strict quality control; distribution of publications improved and their impact on readers evaluated. This activity requires joint action by BPI, the programme sectors, field offices and the various institutes (category 1);
 - (vi) holding of cultural events, at Headquarters and in the field, in cooperation with the Permanent Delegations of Member States, in order to promote the Organization's image and activities to the general public and the media;
 - (vii) development of internal communication, in particular through the organization of weekly information meetings for the staff and use of the Intranet;

(viii) monitoring and evaluation of the use of the Organization's name and logo, pursuant to decisions by its governing bodies and in a manner consistent with its ideals and programme activities;

(b) to allocate for this purpose an amount of \$2,083,700 for activity costs and \$11,588,100 for staff costs;

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

- comprehensive communication plan drawn up, implemented and evaluated, in accordance with programme priorities;
- Internet portal maintained and developed, in particular its multilingual and multimedia content;
- print, audiovisual and online media mobilized to increase the Organization's media presence;
- new publications and distribution policy implemented;
- cultural events programme organized at Headquarters;
- internal communication on strategic, programme and administrative issues developed;
- monitoring and evaluation of the use of the Organization name and logo;

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

Draft resolution for Strategic planning and programme monitoring

The General Conference

1. **Authorizes** the Director-General

- (a) to implement the plan of action in order to:
 - (i) prepare the Organization's biennial Programme and Budget (36 C/5) in line with the guidance provided by the governing bodies, the Director-General's directives and the principles of results-based planning and programming;
 - (ii) monitor the implementation of the Medium-Term Strategy (34 C/4) through the biennial programme and budget documents and prepare revisions to document 34 C/4 Approved, as may be required;
 - (iii) ensure and monitor the prioritization of the global priority "gender equality" at all stages of programming and at all programme levels, for both regular and extrabudgetary activities, and monitor the implementation of the actions and the attainment of the results identified by the Programme Sectors in the Priority Gender Equality Action Plan for 2008-2013;
 - (iv) review and assess the complementary additional programme of extrabudgetary activities as to its programmatic coherence with the regular programme and budget;
 - (v) analyse work plans from all Secretariat units to ensure conformity with the decisions of the General Conference concerning document 35 C/5, the Director-General's directives and the requirements of results-based programming, management and monitoring (RBM), also taking into account the qualitative dimensions;
 - (vi) monitor the implementation of the approved programme and its work plans through regular reviews to assess progress towards the expected results, and report thereon periodically to the governing bodies in the context of statutory reports;
 - (vii) provide backstopping on the implementation of intersectoral platforms and refine strategic methodologies and approaches, as may be required;
 - (viii) progressively integrate risk management approaches into programming and provide training to that effect to staff at Headquarters and in the field;
 - (ix) monitor how the human rights-based approach is being applied in the implementation of document 35 C/5, and report periodically and regularly to UNESCO's governing bodies on the results achieved;
 - (x) monitor the programme activities benefiting Africa, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples, as well as the Organization's activities contributing to the conclusion of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), and to do so in close cooperation with the Africa Department as regards all activities in Africa;

- (xi) manage SISTER 2 jointly with BB and in collaboration with ADM/DIT and continuously enhance it to reflect good RBM practices, as well as ensure staff capacity training programmes in RBM;
 - (xii) participate and provide input to, as UNESCO central focal point, United Nations inter-agency processes concerned with UN reform and programme issues, including those of the United Nations System Chief Executives Board for Coordination (CEB) and its subsidiary bodies, especially the High-level Committee for Programmes (HLCP) and the United Nations Development Group (UNDG);
 - (xiii) monitor and contribute to the United Nations system-wide reform processes, including those pertaining to the pursuit of gender equality, at the global, regional and country levels, formulate strategies for UNESCO's involvement at the country level as needed and, to that end, strengthen staff capacities, including results-based management and gender mainstreaming skills;
- (b) to allocate for this purpose an amount of \$1,435,000 for activity costs and \$6,345,000 for staff costs;

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

- programming, monitoring and reporting functions carried out in line with UNESCO's results-based and risk management approaches, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, actions and results identified in the Priority Gender Equality Action Plan as well as with the Director-General's directives;
- gender equality and women's empowerment promoted in all UNESCO programmes through gender mainstreaming and gender specific initiatives as defined in the Gender Equality Action Plan and requisite staff capacities built;
- the Organization's activities in the area of anticipation and foresight managed in an intersectoral manner, especially through the intersectoral platform, foresight dimensions integrated into strategic planning;
- complementary additional programme of extrabudgetary activities assessed as to its programmatic coherence with the regular programme and budget;
- statutory reports on programme execution prepared;
- Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes and strategic needs (e.g. dialogue among civilizations and cultures);
- UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and brought to bear at the country, regional and global (inter-agency) levels, including through the administration of the pooled portion of the 2% programme resources;
- Final report on the implementation of the Programme of Action on the Culture of Peace during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) prepared and an event marking the conclusion of the Decade organized;

- Analytical assessment provided on progress achieved, challenges faced and lessons learned in assisting the LDCs in implementing the United Nations system action plan for the further implementation of the Programme of Action for LDCs during the period 2007-2010;
3. **Further requests** the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

Draft resolution for budget planning and management

The General Conference

1. **Authorizes** the Director-General

- (a) to implement a plan of action to:
 - (i) prepare the Organization's biennial Programme and Budget (36 C/5) on the basis of the principles of transparency, efficiency and rationalization, through a results-based planning and programming process in line with the guidance provided by the governing bodies and the Director-General's directives;
 - (ii) analyse work plans from all Secretariat units to ensure conformity with the decisions of the General Conference and the Executive Board concerning document 35 C/5;
 - (iii) administer and monitor the execution of the budget and extrabudgetary resources for the period 2010-2011 and report thereon, on a regular basis;
 - (iv) initiate and pursue measures to ensure the most effective use of budget resources made available to the Organization, with a particular emphasis on travel and contractual services;
 - (v) provide backstopping for the implementation of intersectoral platforms;
 - (vi) provide training on budget management issues, irrespective of the source of funding, including risk management and internal control issues, with a focus on cost recovery policy (CRP), and the alignment of extrabudgetary resources (the additional programme) with the regular programme;
 - (vii) serve as the Secretariat focal point for United Nations inter-agency discussions on budgetary issues;
 - (viii) facilitate the harmonization of business practices within the United Nations system;
 - (ix) implement the cost recovery policy;
 - (x) provide advice to staff in programme sectors, bureaux and institutes at Headquarters and in field offices on budget planning, negotiation and reporting as regards extrabudgetary projects;
 - (xi) manage SISTER 2 jointly with BSP and in collaboration with ADM/DIT and continuously enhance it to reflect good results-based management (RBM) practices and the evolution of business needs;
 - (xii) participate in the development and refinement of administrative, managerial and IT tools and policies (e.g. STEPS, FABS and IPSAS);
- (b) to allocate for this purpose an amount of \$507,700 for activity costs and \$4,332,200 for staff costs;

2. **Requests** the Director-General to report periodically to the governing bodies, in statutory reports, on the achievement of the following expected results:
 - Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
 - Programme and Budget for 2010-2011 (35 C/5) administered and monitored in accordance with the cost-effective use of budgetary resources, especially with regard to expenditure on travel and contractual services;
 - budget information (regular programme and extrabudgetary funds) analysed and reported regularly to appropriate governing and oversight bodies;
 - financial and budgetary guidance provided on all matters and projects having a budgetary impact for the Organization, with particular emphasis on the implementation of the Organization's cost recovery policy and its harmonization with the cost recovery policies of other United Nations system organizations;
 - training on budget management issues (including risk management, internal control and cost recovery policy) ensured for Secretariat staff;
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.

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 \$19,000,000 for direct programme costs.;
- (c) to further allocate for this purpose an amount of \$50,000 for operating costs and an amount of \$930,200 for staff costs.

A. Principles

1. The Participation Programme is one of the means employed by the Organization to achieve its objectives, through participation in activities carried out by Member States or Associate Members, or by territories, organizations or institutions, in its fields of competence. This participation is designed to strengthen the partnership between UNESCO and its Member States and make that partnership more effective through a sharing of contributions.
2. Under the Participation Programme, priority will be given to proposals for the benefit of least developed countries (LDCs), developing countries and countries in transition.
3. Requests shall be submitted to the Director-General by the Member States through the National Commissions for UNESCO or, where there is no National Commission, through a designated government channel.
4. The projects or action plans submitted by the Member States under the Participation Programme must relate to the activities of the Organization, in particular to the major programmes, interdisciplinary projects, and activities to benefit Africa, the least developed countries, youth and women, and to the activities of the National Commissions for UNESCO. In the selection of Participation Programme projects, due account will be taken of the priorities defined by the governing bodies for UNESCO's regular programme.
5. Each Member State may submit 10 requests or projects, which must be numbered in order of priority from 1 to 10. Requests or projects from national non-governmental organizations will be included in the quota submitted by each Member State.
6. The order of priority laid down by the Member State may only be changed by the National Commission itself and before the start of the evaluation process.

7. The international non-governmental organizations maintaining formal or operational relations with UNESCO, of which the list is established by the Executive Board, may submit up to two requests under the Participation Programme for projects with subregional, regional or interregional impact, provided that their request is supported by at least the Member State where the project will be implemented and another Member State concerned by the request. In the absence of supporting letters, none of these requests may be considered.
8. The deadline for submission of requests has been set for 28 February 2010, except for requests for emergency assistance, which may be submitted at any time in the biennium..
9. The Secretariat shall advise Member States of the response by the Director-General to the requests within three months of the deadline of 28 February 2010.
10. *Beneficiaries.* Assistance under the Participation Programme may be accorded to:
 - (a) Member States or Associate Members upon request through their National Commissions or, where there is no National Commission, through a designated government channel, to promote activities of a national character. For activities of a subregional or interregional character, requests are submitted by the National Commissions of the Member States or Associate Members on whose territory they take place; these requests must be supported by at least two other National Commissions of participating Member States or Associate Members. For activities of a regional character, requests are limited to three by region and must be submitted by one Member State or a group of Member States. These requests must be supported by at least three Member States (or Associate Members) concerned, and will not come within the quota of 10 requests submitted by each Member State; they will be evaluated and screened by the Secretariat in accordance with the procedure established for the processing of requests submitted under the Participation Programme;
 - (b) a non-self-governing or trust territory, upon the request of the National Commission of the Member State responsible for the conduct of the territory's external relations;
 - (c) international non-governmental organizations maintaining formal or operational relations with UNESCO as defined in paragraph 7 above;
 - (d) the Permanent Observer for Palestine to UNESCO, where the participation requested relates to activities in UNESCO's fields of competence in the Palestinian Autonomous Territories.
11. *Forms of assistance.* The applicant chooses the form of assistance, and may request either:
 - (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).

12. *Total amount of assistance.* Whichever of the above forms of assistance is requested, the total value of the assistance provided for each request shall not be in excess of **\$26,000 for a national project or activity, \$35,000 for a subregional or interregional project or activity and \$46,000 for a regional project or activity**. The financial provision made by the applicant must be sufficient to implement the activity satisfactorily. The activity must be executed and all funds disbursed in accordance with the Financial Regulations of the Organization. The expenditures must be made according to the distribution of the budget as approved by the Director-General and communicated to Member States in the letter of approval.
13. *Approval of requests.* When deciding upon a request, the Director-General shall take into account:
- (a) the total amount approved by the General Conference for this Programme;
 - (b) the assessment of the request made by the relevant Sector(s);
 - (c) the recommendation of the Intersectoral Screening Committee chaired by the Assistant Director-General for External Relations and Cooperation and responsible for screening the Participation Programme requests, which are to be in conformity with the well-established criteria, procedures and priorities;
 - (d) the contribution that such participation can effectively make to the attainment of Member States' objectives in UNESCO's fields of competence, and within the framework of the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5) approved by the General Conference, with which participation must be closely linked;
 - (e) the need to establish an equitable balance in the distribution of funds, by giving priority to the needs of developing countries and countries in transition, as well as of countries of Africa, least developed countries (LDCs), women and youth, which need to be mainstreamed throughout all programmes;
 - (f) the need to ensure that funding for each approved project is, as far as possible, allocated no later than 30 days before the date set for the start of the implementation of the project concerned, and in accordance with the conditions laid down in paragraph B.15(a).
14. *Implementation:*
- (a) the Participation Programme will be implemented within the biennial programme of the Organization, of which it forms an integral part. The implementation of the activities set out in a request is the responsibility of the Member State or other applicant. The request submitted to the Director-General must show specific scheduled commencement and termination dates for the implementation of projects, cost estimates (in dollars) and promised or expected funding from the Member States or private institutions;
 - (b) the results of the Participation Programme will be made known with a view to the planning and implementation of the Organization's future activities. The activity reports and sexennial reports, submitted after completion of each project by Member States, will be used by the Secretariat to evaluate the Participation Programme's impact and results in Member States and its consistency with the objectives and priorities set by UNESCO. An evaluation by the Secretariat may also be undertaken while the project is being carried out; the list of beneficiaries submitting reports late will be transmitted to the governing bodies.
 - (c) the use of UNESCO's name and logo for the activities approved under the Participation Programme, in accordance with the directives approved by the governing bodies, will give this programme a higher profile when it is carried out at the national, subregional, regional or interregional levels, and the beneficiaries will report on the results recorded in this way.

B. Conditions

15. *Assistance under the Participation Programme* will be provided only if the applicant, when sending in the written requests to the Director-General, accepts the following conditions. The applicant shall:
- (a) assume full financial and administrative responsibility for implementing the plans and programmes for which participation is provided; in the case of a financial contribution, submit to the Director-General, at the close of the project, an itemized statement accounting for the activities executed (financial report in dollars) and certifying that the funds allocated have been used for the implementation of the project, and return to UNESCO any balance not used for project purposes. This financial report must be submitted by 30 April 2012 at the latest. It is understood that no new financial contribution will be paid until the applicant has submitted all the requisite financial reports or returned the contributions paid out. The financial reports shall be signed by the competent authority and certified by the Secretary-General of the National Commission. Also, given the need for proper accountability, all the additional supporting documents necessary shall be kept by the applicant for a period of five years after the end of the biennium concerned and provided to UNESCO or the auditor upon written request. In certain exceptional cases or in unavoidable circumstances, the Director-General may decide on the most appropriate way to handle requests, in particular through implementation by a field office concerned, provided that he duly informs the Executive Board;
 - (b) undertake to provide on a compulsory basis, together with the financial report mentioned in subparagraph (a) above, a detailed activity report on the results of the projects financed and their usefulness for the Member State or States and UNESCO; in addition, a sexennial report on the impact of the Participation Programme shall be prepared by each beneficiary on a cycle aligned with the Medium-Term Strategy (C/4).
 - (c) pay, where participation is accorded in the form of study grants, the cost of the grantholders' passports, visas, medical examinations and salaries while they are abroad, if they are in receipt of a salary; help them to find suitable employment when they return to their countries of origin in accordance with national regulations;
 - (d) maintain and insure against all risks any property supplied by UNESCO, from the time of its arrival at the point of delivery;
 - (e) undertake to cover UNESCO against any claim or liability resulting from the activities provided for in this resolution, except where it is agreed by UNESCO and the National Commission of the Member State concerned that such claim or liability arises from gross negligence or wilful misconduct;
 - (f) grant to UNESCO, with regard to activities to be carried out in connection with the Participation Programme, the privileges and immunities set out in the 1947 Convention on the Privileges and Immunities of the Specialized Agencies.

C. Emergency assistance

16. *Criteria for according emergency assistance by UNESCO:*
- (a) emergency assistance may be accorded by UNESCO when:
 - (i) there are insurmountable circumstances nationwide (earthquakes, storms, cyclones, hurricanes, tornadoes, typhoons, landslides, volcanic eruptions, fires, droughts, floods or wars, etc.), which have catastrophic consequences for the Member State in the fields of education, science, culture or communication and which it cannot overcome on its own;

- (ii) multilateral emergency assistance efforts are being undertaken by the international community or the United Nations system;
 - (iii) the Member State requests UNESCO to provide emergency assistance, in accordance with (i) and (ii) above, in the fields of its competence, through its National Commission or an established government channel;
 - (iv) the Member State is prepared to accept the Organization's recommendations in the light of the present criteria;
- (b) UNESCO emergency assistance should be restricted to the Organization's fields of competence and should only begin once the threat to life has been overcome and the physical priorities have been met (food, clothing, shelter and medical assistance); it shall also take account of the policy followed by the platforms for post-conflict and post-disaster countries (PCPD);
 - (c) UNESCO emergency assistance should be concentrated on:
 - (i) assessing the situation and the basic requirements;
 - (ii) providing expertise and formulating recommendations on resolving the situation in its fields of competence;
 - (iii) helping to identify outside funding sources and extrabudgetary funds;
 - (d) emergency assistance in cash or kind should be limited to the strict minimum and only provided in exceptional cases;
 - (e) no administrative support or personnel costs shall be financed through emergency assistance;
 - (f) the total budget for any **emergency assistance project shall not exceed \$50,000**; it may be supplemented by extrabudgetary funds identified for this purpose or other sources of funding;
 - (g) emergency assistance shall not be provided if the Member State's request may be met within the ordinary Participation Programme;
 - (h) emergency assistance shall be provided in coordination with other United Nations agencies.

17. *Procedures to be followed when providing emergency assistance:*

- (a) faced with an emergency situation, a Member State, through its National Commission or the designated government channel, will identify, as appropriate, its needs and the type of assistance it requires from UNESCO, within UNESCO's fields of competence; a specific form will be available for the submission of this type of request;
- (b) the Director-General shall then inform the Member State, through the National Commission or established channel, of his decision;
- (c) when appropriate, and in agreement with the Member State, a technical assessment mission will be sent to appraise the situation and report to the Director-General;
- (d) the Secretariat shall report to the Member State on the assistance and the amounts it envisages providing and the follow-up, if any, which could be considered; the total value of the assistance provided shall not be in excess of \$50,000;
- (e) in the case of goods or services to be supplied by UNESCO, there shall be no international competitive bidding if the situation requires urgent action;

- (f) an evaluation report and, save in exceptional circumstances, a financial report, shall be submitted by the Member State after completion of the project.

II

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

- (a) to communicate without delay, in order to enhance the presentation, follow-up and evaluation of the projects submitted under the Participation Programme, to the National Commissions for UNESCO or, where there is no National Commission, through the designated government channel, the reasons for modifying or denying the requested amounts;
- (b) to inform the National Commissions, or where there is no National Commission, the designated government channel, of all projects and activities undertaken by international non-governmental organizations in their respective countries with support from the Participation Programme;
- (c) to provide to the Executive Board at every autumn session a report containing the following information:
- (i) a list of applications for contributions from the Participation Programme received in the Secretariat;
- (ii) a list of the projects approved under the Participation Programme and those under emergency assistance, together with the amounts approved to finance them, and any other costs and support connected with them;
- (iii) with regard to international non-governmental organizations, a list drawn up along the same lines as that provided for in (ii) above;
- (d) to ensure that the percentage of **the Participation Programme funds for emergency assistance, international non-governmental organizations and regional activities does not exceed 7%, 5% and 3%** respectively of the allocated amount for the Participation Programme for a given biennium;
- (e) to identify ways and means of strengthening the Participation Programme in the forthcoming biennium for the benefit of the least developed countries (LDCs), developing countries, post-conflict and post-disaster countries (PCPD), 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:

- formulation, evaluation and follow-up of requests improved in such a way as to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5);
- implementation of adjustable strategies to meet the special and urgent needs of some groups of countries with common characteristics improved;
- accountability mechanisms strengthened to improve programme execution, management, monitoring and the flow of information to Member States;
- improved evaluation of the reports on results of activities supported;
- image of the Organization and impact of its action enhanced.

Draft resolution for the Fellowships Programme

The General Conference,

1. **Authorizes** the Director-General

(a) to implement the plan of action in order to

- contribute to the enhancement of human resources and national capacity-building in areas that are closely aligned to UNESCO's strategic objectives and programme priorities, through the award and administration of fellowships, study and travel grants;
- increase fellowships through co-sponsored arrangements with interested donors and extrabudgetary funding sources, either in cash or in kind;
- explore possibilities of strengthening the Fellowships Programme through partnerships with civil society and non-governmental organizations;

(b) to allocate for this purpose an amount of \$1,165,500 for activity costs and \$695,500 for staff costs;

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

- 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 postgraduate levels;
- Thematic areas aligned to strategic programme objectives and biennial sectoral priorities;
- Fellowship opportunities increased through partnerships with Member States, civil society and non-governmental organizations;
- Fellowship policies, administration and procedures harmonized with those followed by the United Nations system;

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.

Support for Programme Execution and Administration

11000

Draft resolution for External relations and cooperation

The General Conference

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

A. to implement the following plan of action in order to:

- (a) strengthen relations with Member States and Associate Members and promote the universality of the Organization by:
 - (i) cooperating closely with Permanent Delegations to UNESCO and the established groups of Member States at UNESCO;
 - (ii) preparing official visits and Memoranda of Understanding;
 - (iii) prioritizing the main issues for UNESCO's action based on the priorities of Member States and Associate Members;
 - (iv) holding regular general or thematic information meetings with Permanent Delegates and/or established groups of States;
 - (v) updating the website database of country profiles;
- (b) enhance the role and capacity of National Commissions for UNESCO by:
 - (i) involving National Commissions in the elaboration, execution and evaluation of the Organization's programmes;
 - (ii) developing bilateral, subregional, regional and interregional cooperation among National Commissions;
 - (iii) strengthening their operational capacities, particularly through training;
 - (iv) promoting the partnerships of National Commissions with civil society representatives;
 - (v) consolidating interaction with the UNESCO field offices and United Nations country teams in the framework of the "Delivering as One" reform;
 - (vi) involving National Commissions in mobilizing new extrabudgetary resources;
- (c) clearly articulate the profile and the core competences of UNESCO within the United Nations system and reinforce cooperation with other intergovernmental, including regional and subregional, organizations, particularly through the signing of formal agreements, promoting

the role and contribution of UNESCO in inter-agency cooperation mechanisms and monitoring, analysing and advising Secretariat units on relevant developments;

- (d) develop a “culture of partnerships” with civil society and with new partners, by, *inter alia*:
- (i) encouraging NGOs maintaining an official relationship with UNESCO to increase involvement with the Organization, and encouraging NGOs, particularly from non-represented regions and countries, to seek an official relationship with UNESCO;
 - (ii) improving the statutory framework for UNESCO-NGO cooperation, and further developing existing collective mechanisms for cooperation;
 - (iii) broadening support for UNESCO’s ideals in Member States through close cooperation with parliamentarians and parliamentary institutions at the national, regional and interregional levels;
 - (iv) encouraging UNESCO Clubs, Centres, Associations and networks, as well as local and municipal authorities, to contribute to the promotion of UNESCO’s objectives;
- (e) enhance and mobilize extrabudgetary resources in support of programme priorities in further pursuance of the Action Plan for improved management of extrabudgetary activities, including the Additional Programme, with special emphasis on:
- (i) strengthening cooperation with actual and potential bilateral, multilateral and private funding sources under an overall strategic plan for a greater mobilization of extrabudgetary resources;
 - (ii) improved programming aligned on the major priorities of the regular programme laid down by the governing bodies and an optimal rate of implementation of activities;
 - (iii) improving UNESCO’s tools and procedures for the regular monitoring of extrabudgetary activities;

B. to allocate for this purpose an amount of \$3,076,700 for activity costs and \$14,590,300 for staff costs;

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

- cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO;
- acquisition of a good database on cooperation with Member States;
- effective contribution of National Commissions to the preparation, implementation and evaluation of UNESCO’s programmes secured;
- cooperation between National Commissions and UNESCO field offices strengthened within the framework of the decentralization strategy and the United Nations reform arrangements;
- profile and core competences of UNESCO in various fora of the United Nations system clearly articulated and contribution to United Nations system mechanisms ensured;
- information and analyses of relevant issues connected with the United Nations system and the ongoing reform regularly disseminated within the Secretariat;

- substantive input by UNESCO to United Nations documents and reports and to other intergovernmental meetings coordinated;
 - cooperation between intergovernmental organizations and UNESCO and the monitoring of cooperation agreements strengthened;
 - UNESCO-NGO cooperation framework rationalized and expanded;
 - triangular partnership at the country level between UNESCO, NGOs and National Commissions strengthened;
 - broader support base for UNESCO created as a result of cooperation with UNESCO Clubs, Centres and Associations as well as municipal and local authorities;
 - support from parliamentarians and civil society for UNESCO's action and dissemination of its message;
 - volume of extrabudgetary resources increased with a more diversified resource base;
 - resource mobilization strategic plan implemented involving regular, participatory consultations with actual and potential funding sources;
 - additional programme of extrabudgetary resources, complementary to the regular programme and budget, coordinated and disseminated among potential donors;
 - staff capacities for effective programming and implementation of extrabudgetary activities improved;
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 Field management and coordination

The General Conference

1. **Authorizes** the Director-General

- (a) to implement the following plan of action in order to:
- (i) pursue the implementation of the decentralization strategy and its adaptation to the demands of United Nations system-wide coherence at the country level in line with any relevant resolution by the 35th session of the General Conference, and to ensure increased accountability of field offices;
 - (ii) take appropriate measures to provide administrative guidance to field offices and ensure targeted reinforcement of those involved in joint United Nations programming, including alternative arrangements in countries where UNESCO has non-resident status;
 - (iii) monitor the overall performance of field offices through joint reviews with sectors and services concerned;
 - (iv) manage, administer and monitor the implementation of field offices' operating expenditures, reinforce their managerial and administrative capacities, and coordinate their overall staffing;
 - (v) act as central coordinating and monitoring entity for the safety and security of UNESCO personnel and premises in the field and manage the corresponding budget, and participate in the further development and enhancement of common field security policies and directives within the United Nations security management system;
 - (vi) coordinate UNESCO's responses to post-conflict and post-disaster situations, and serve as focal point for corresponding inter-agency mechanisms;
 - (vii) set up and backstop the relevant management and administrative infrastructures and mechanisms in support of UNESCO's responses to post-conflict and post-disaster situations, in close coordination with United Nations bodies at the country level;
- (b) to allocate for this purpose an amount of \$388,200 for activity costs, \$4,305,000 for staff costs at Headquarters, and \$19,865,200 for field offices' operating costs;

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

- UNESCO's decentralization strategy implemented in line with any relevant resolution by the 35th session of the General Conference;
- performance assessment of all field office Directors and Heads completed;
- operating budgets of field offices monitored and their management and administration improved;

- management and logistical capacity of field offices involved in joint UNCT programming strengthened;
 - capacity and skills of field staff improved;
 - websites of all field offices prepared in conjunction with BPI;
 - acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments;
 - abilities of UNESCO personnel enhanced and made sustainable regarding field security and safety matters;
 - strategic participation in United Nations integrated post-conflict and post-disaster responses ensured with effective logistical support;
 - in-house understanding of principles and approaches to post-conflict and post-disaster situations increased and information and lessons learnt on UNESCO's related operations shared;
3. **Further requests** the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

Draft resolution for Human resources management

The General Conference

1. **Authorizes** the Director-General

(a) to implement the following plan of action:

- (i) assess the progress made in the implementation of the medium- and long-term staffing strategy (2005-2010) and develop a new medium- and long-term staffing strategy (2011-2016) to address the Organization's staffing needs in order to enhance delivery and effectiveness of UNESCO's work, ensuring that special attention is paid to the anticipated retirements over the next 10 years, especially at the senior levels of the Organization and getting the right people into the right positions so as to deliver UNESCO's programmes in an effective and high-quality manner;
- (ii) ensure the implementation of UNESCO's geographical mobility policy so as to effectively support the decentralization strategy;
- (iii) implement the learning and development programme with particular focus on training required for the updating of skills in support of United Nations reform activities at the country level and on career development for UNESCO staff;
- (iv) continue to ensure harmonization of policies and practices with other United Nations system organizations;
- (v) initiate the second phase of the Human Resources Management Information System (STEPS);

(b) to allocate for this purpose an amount of \$16,018,500 for activity costs and \$16,715,700 for staff costs;

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

- medium- and long-term staffing strategy and expected results assessed and new medium- and long-term staffing strategy (2011-2016) developed and approved;
- more equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved;
- integration of human resources policy framework into common United Nations framework enhanced;
- enhanced geographical mobility of International Professional staff between Headquarters and Field duty stations;
- second phase of the Human Resources Information Management System (STEPS) initiated;

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

Draft resolution for accounting, treasury management and financial control

The General Conference

1. **Authorizes** the Director-General:
 - (a) to implement the necessary actions in order to manage the accounting, treasury and financial control functions effectively and efficiently;
 - (b) to allocate for this purpose an amount of \$1,429,400 for activity costs and \$9,107,400 for staff costs;
2. **Requests** the Director-General to report periodically to the governing bodies, in statutory reports, on the achievement of the following expected results:
 - (a) enhanced and integrated financial management and reporting systems in place;
 - (b) risk-based internal financial control systems strengthened across the Organization;
 - (c) financial reporting carried out in a timely manner and audited financial statements produced for certification by the External Auditor;
 - (d) financial resources of the Organization managed in an effective and efficient manner and in compliance with the Financial Regulations and Financial Rules;
 - (e) IPSAS as UNESCO's accounting standard fully implemented with effect from January 2010;
3. **Further requests** the Director-General to report periodically in the same statutory reports on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

Draft resolution for Administration

The General Conference

1 **Authorizes** the Director-General

- (a) to implement the plan of action aimed at providing support for the effective implementation of UNESCO's programmes and at ensuring the appropriate management of the administrative and common support services, namely:
- (i) administrative coordination and support;
 - (ii) procurement;
 - (iii) information systems and telecommunications;
 - (iv) conferences, languages and documents;
 - (v) common services, security, utilities and management of premises and equipment;
 - (vi) maintenance, conservation and renovation of Headquarters premises;
- (b) to allocate for this purpose an amount of \$38,341,100 for activity costs and \$59,586,700 for staff costs;

2. **Requests** the Director-General to address the urgent need to strengthen safety and security arrangements at Headquarters that may permit compliance within the applicable standards;

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

- administrative policies and procedures implemented and updated;
- select administrative policies/procedures of sector-wide impact for enhanced efficiency;
- modern procurement systems based on standardization and long-term supply agreements put in place;
- electronic management resources for procurement and asset management enhanced to secure compliance with IPSAS requirements;
- technical skills improved Organization-wide in support of decentralized procurement activities and best practices for service delivery adopted;
- Management Information Systems improved in accordance with the evolving needs of the Organization;
- business practices harmonized with other United Nations system organizations in context of United Nations reform;
- Enterprise Portal Platform developed providing a better integration of existing information systems;

- field offices network evolution for better communications between field offices and Headquarters;
 - online access to all UNESCO official documents completed;
 - online electronic archival description tool for life-cycle management of UNESCO paper records completed;
 - multilingual UNESCO Thesaurus developed;
 - archival description tool ICA-AtoM (Access to Memory) at Headquarters and in the field fully implemented;
 - quality conference, interpretation and translation services as well as document production and distribution services delivered;
 - document distribution channels rationalized and optimized;
 - roster of freelance linguists and other short-term staff enlarged and new talent included;
 - major conferences and meetings scheduled in a coherent manner;
 - quality control procedures for outsourced work implemented;
 - document management system further developed;
 - maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level, and risks and negative effects of austerity minimized;
 - optimal use of human and financial resources and of cost-sharing achieved through continuation of austerity measures;
 - safety and security arrangements assessed and adapted;
 - facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations;
 - long-term maintenance of renovated Fontenoy premises ensured;
 - long-term conservation programme for the Miollis/Bonvin site established, priority works related to safety, security and hygiene undertaken throughout the biennium;
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.



United Nations
Educational, Scientific and
Cultural Organization

Draft Resolutions 2010–2011 revised version

CORRIGENDUM

Para 04000 1. (a) is replaced by the paragraph below:

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

**35 C/5
Rev.**

Volume 1



United Nations
Educational, Scientific and
Cultural Organization

**35 C/5
Rev.**

Volume 2

**Draft
Programme and Budget**

2010–2011

Revised version



United Nations
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Introduction by the Director-General

When I presented last March my fifth Draft Programme and Budget to Member States – which is the last in my ten-year tenure as Director-General of UNESCO – I characterized it as “a challenging and compelling programme for the years 2010 and 2011 which deserves your full support”. I was gratified that the Executive Board of UNESCO at its April 2009 session did embrace the main programmatic proposals in draft document 35 C/5 – albeit with amendments and specifications as set out in document 35 C/6.

The Board took note of the budget ceiling of US \$671 million which I had proposed for the 2010-2011 biennium, representing a zero-real growth (ZRG) approach, and of the budgeting techniques. The budget proposal included an amount of \$40 million as recosting adjustments in order to meet statutory obligations and inflationary increases over the period 2008-2009. The provision for \$40 million corresponded to an overall increase of 6.3% (i.e. 3.1% p.a.) over document 34 C/5 Approved.

In the ensuing debate, the Board was in effect asking for two things: to reduce the overall budget envelope (that is, bring down the budget ceiling); and, to shift funds from support services under Parts I and III of the Draft Programme and Budget to priority programmes, in particular those relating to Africa. My response was that, given the programme strengthening I had already proposed in draft document 35 C/5, it would not be possible to do both. However, after the Board adopted 181 EX/Decision 18, which has become document 35 C/6, I committed to preparing a revised version of the Draft Programme and Budget, with recosting adjustments in line with the latest IMF inflationary figures and making such other reductions as might be feasible, while maintaining the delivery capacity of the major programmes.

You now have before you a revised version of the entire Draft 35 C/5 (“Rev.”), with its two volumes and the accompanying technical note. Overall, I have succeeded in reducing the budget so that the ceiling is no longer a ZRG proposal – it is lower. This reduction is the result of applying a lower inflation rate and adjustments and reducing the provision for security services and the Miollis and Bonvin Conservation Plan under Part III proposed in the earlier draft. Notwithstanding, the programme sectors have been reinforced.

In terms of the content of the Programme, there is no change in this revised document other than the two exceptions explained below. The numbering and order of paragraphs remain unchanged, notably in Volume 2 of document 35 C/5 Rev. The programmatic and strategic components are therefore preserved as are the expected results for all activities when compared to the original Draft 35 C/5. Thus, the policy and programmatic recommendations by the Executive Board in document 35 C/6 remain fully valid and unaffected by this revision. Explanatory Note No. 1 provides an overview of the major policy and programmatic dimensions of the Draft 35 C/5 Rev.

The two changes pertaining to programmatic aspects that have been integrated concern the inclusion of separate draft resolutions for each of the six UNESCO Education institutes (category 1), to which I had committed myself at the beginning of the 181st session of the Executive Board. The inclusion of these six draft resolutions in Volume I of the 35 C/5 Rev. will facilitate the deliberations of the General Conference. The second change affects paragraph 01022 of Volume 2 of document 35 C/5 pertaining to the UNESCO Institute for Lifelong Learning (UIL) and its role in the coordination of the Literacy Initiative for Empowerment (LIFE), which is addressed in paragraph 40 of 181 EX/Decision 18 resp.

document 35 C/6. The revision in paragraph 01022 reflects the commitment I made to the Board at its 181st session.

I can now propose this revised Draft Programme and Budget for 2010-2011, with a budget ceiling of \$653 million. This represents an \$18 million reduction as compared to the \$671 million Draft 35 C/5 I presented to you last April. The reduction has been achieved by a two pronged approach. First, the total recosted amounts have been reduced by \$10 million in line with the revised IMF inflationary figures. As a result of this adjustment, the ZRG budget ceiling would be \$661 million. Second, in order to comply with the wishes of the Executive Board, I went beyond and proceeded to pare down the provisions in Parts I and III by a combined amount of \$8 million, thus bringing down the budget ceiling (or envelope) even further to \$653 million, which is an amount between zero nominal and zero real growth. If we look back to the 34 C/5 Approved, this revised budget ceiling of \$653 million represents a nominal increase of \$22 million (instead of \$40 million). While this is an overall 3.5% increase over the last 34 C/5, it is only in nominal terms and is not a real growth budget.

The Explanatory Note No.2 following this introduction provides details about the calculation of the various adjustments made in this Draft 35 C/5 Rev. in order to arrive at the new budgetary ceiling of \$653 million. I wish to emphasize two fundamental points. The first is that in order to reduce the budget ceiling below even ZRG, I have made a significant reduction to the volume of the budgetary provisions in Part III, in addition to the other savings across all the non-programmatic services – in other words, as the Board has requested, I have made cuts in administrative areas. There is no margin for any further cuts to Parts I or III. To do so would not be in the best interests of the Organization as I consider this would put at risk the ability of UNESCO to fulfill its role and responsibilities both globally and at the country level.

I say this because the Organization's administrative and support services have already, in this revised budget, been held almost entirely to zero-nominal growth (with small exceptions related to what remains of the appropriation for Headquarters security and the Miollis and Bonvin Conservation Plan). In the past, all services had to be funded without any specific additional funding, but absorbed within the Organization's budget envelopes, including the amortization of the Headquarters renovation loan. This budget strain will be compounded by the need in the forthcoming biennia for significant investment in administrative management. Such investments will include harmonizing our practices, procedures and systems with those currently in place within the United Nations and with regard to country-level United Nations system programming exercises.

The second point to be emphasized is that in deriving this revised budget, there has been no reduction whatsoever in the volume of Part II.A, Major Programmes compared with my initial Draft 35 C/5. In fact, although as explained above I have held the budget down in the administration and support areas, I have shifted resources so that most Major Programmes have benefited from real growth. The total nominal increase of \$22 million will be allocated to the five programme sectors, of which \$9.5 million will go to Education. Within this amount, there is a real increase of \$4.5 million in Education resources which responds to the Board's wish that Education be strengthened. The other programmes have also benefited, albeit not on the same scale. For further details, see the table following this introduction which shows the analysis by sector and bureau of the variations between the 34 C/5 and the Draft 35 C/5 Rev. The variations are broken down into volume variation which corresponds to increases/decreases in real terms, and recosting and adjustments which were required to meet the inflationary and statutory increases.

In terms of strengthening the programme, it should also be recognized that this budget continues the trend of improving the ratio between programme and support services, while noting that a significant proportion of staff costs are counted as "support" yet constitute the key resource for programme delivery.

This revised Draft Programme and Budget arrives in the middle of what has been labelled by many political leaders and experts as being the most severe financial, economic and even social crisis in our lifetime. When one takes into consideration the ongoing climate change crisis, as well as the food and energy crises, this situation places enormous demands and expectations, if not increased strains, on all countries as well as the United Nations system.

My proposed programme and budget pegged at \$653 million, represents only a fraction compared to the multi-billion dollar rescue and recovery packages adopted by many governments and parliaments in the North and South alike. Yet, as I have pointed out, \$653 million represents for UNESCO a budget with only a nominal increase of \$22 million relative to the 34 C/5 and as such, barely preserves the overall purchasing power of our Organization. However, if there are no further reductions, I believe this budget can still ensure the delivery of a focused and interdisciplinary programme, built around the priorities defined by the Executive Board at its 180th session, which the Member States of this Organization – rightfully – expect to be delivered. I am convinced that this Programme and Budget will not only ensure the stability and predictability of action for the coming period, but also provide a solid basis for the new Director-General to lead the Organization in difficult global times.

I sincerely hope that the Executive Board and indeed all Member States will be able to agree by consensus to this proposal. In the context of the very important decisions that the Governing bodies must make as to the future leadership of UNESCO, it is crucial that the Draft Programme and Budget is assured. The Executive Board may wish to transmit its recommendation to the General Conference in an Addendum to document 35 C/6 already circulated.

Let me conclude by voicing my confidence that Member States will appreciate the constraints inherent in the budgetary situation of the Organization and will approve the revised Draft Programme and Budget contained in the present document. This proposal comes at a critical time when 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 growth and prosperity in a globalized and competitive world based on the power of knowledge and skills.



Paris, 15 July 2009

Koïchiro Matsuura

Variation analysis 35 C/5 Rev. vs. 34 C/5 by sector/bureau (in million \$)

	Variations for 35 C/5 Rev. vs. 34 C/5		
	In volume	Recosting and technical adjustments	Total
Part I – General Policy and Direction	(0.3)	1.7	1.5
Part II – Programmes and Programme-Related Services:			
Education (ED)	4.4	5.2	9.5
Natural sciences (SC)	0.4	2.1	2.5
Social and human sciences (SHS)	(0.5)	1.2	0.7
Culture (CLT)	0.3	2.3	2.6
Communication and information (CI)	0.0	1.4	1.4
UNESCO Institute for Statistics (UIS)	(0.1)	0.2	0.1
Field – Management of decentralized programmes	0.1	5.4	5.4
Subtotal, Part II.A	4.5	17.8	22.3
Part II.B: Programme-Related Services	(0.8)	1.1	0.3
Part II.C: Participation Programme and Fellowships	(0.9)	0.8	(0.1)
Total, Part II	2.8	19.7	22.5
Part III – Support for Programme Execution and Administration:			
External relations and cooperation	(0.4)	0.6	0.3
Field management and coordination	(0.5)	1.5	0.9
Human resources management	(1.3)	1.1	(0.2)
Accounting, treasury management and financial control	(0.7)	0.4	(0.3)
Administration	(1.8)	2.2	0.4
Total, Part III	(4.7)	5.8	1.1
Reserve for reclassifications/merit-based promotions	–	–	0.0
Part IV – Anticipated Cost Increases	(5.9)	2.8	(3.1)
GRAND TOTAL	(8.0)	30.0	22.0

Policy and Programmatic Aspects of Draft 35 C/5 Rev.

Explanatory Note No.1 by the Director-General

UNESCO has under my leadership undergone a thorough reform and has managed to trim, especially in the programme sectors, a previously unwieldy array of activities into a well-reasoned and concentrated programme with corresponding budget allocations and clear priorities and measurable results for the various programmes.

Over the past 10 years, I have steadily increased the percentage of the budget allocated to the programme sectors and reduced the budget of the support services to a minimum. I have increased the number of posts in the field while decreasing the number at Headquarters, in order for UNESCO's programmes to have as strong an impact as possible in its Member States. Yet, it must be recognized that staff both at Headquarters and in the field are crucial for the delivery of the programme – and indeed often times their contribution represents the substance of a programme.

During the same period, certain principal programme priorities have benefited from considerable budgetary reinforcements – such as education for all, fresh water or the oceans. Others have experienced a gradual decrease in resources, likewise reflecting a lower priority accorded to them but nevertheless maintaining them as part and parcel of the Organization's broad-based mandate, which encompasses five fields of competence, a range unusually large for any United Nations organization.

At the same time, I have systematically streamlined and rationalized support services. While efforts in this regard will need to be continued in the next biennium, the introduction and consolidation of new management systems and the need to repay the loan for the refurbishing of the Fontenoy Headquarters represent a considerable additional burden that cannot be absorbed.

Investing out of the crisis

There are compelling reasons why UNESCO should adopt a budget based on a nominal increase of \$22M relative to document 34C/5 at this time. We are all aware that the evolving global crisis will entail considerable costs for governments and taxpayers in virtually all countries. However, I would suggest that reforming the financial and banking system – and endowing it with more effective regulatory mechanisms – will not be sufficient to lead the world out of the crisis. It is significant that the G-20 countries and most recently the United Nations General Assembly have recognized that this systemic pillar must be complemented by a pillar with provisions for investments in all the social services which represent precious global public goods – not only those in UNESCO's fields of competence such as education, science, culture and information, but also in health and other fields – and in particular in people, most notably in the developing countries, as they bear the brunt of the crisis impact. Not only is the social sector a sound investment (according to World Bank statistics, it is an investment that yields a return of 10% to 15%); it is also essential for the enjoyment of human rights for present and future generations and for ensuring stability and peace, which is at the heart of the mandate of UNESCO and the United Nations system at large.

The initial signs are ominous. Positive trends and achievements in the attainment of MDGs are slipping dramatically, with more than 100 million people added over recent months to the rolls of the poor. If

international development objectives are to be met, it is my profound conviction that the crisis should not be allowed to degrade the social sectors which are at the core of development. UNESCO is well positioned to offer effective advocacy – globally and nationally – to provide policy advice in all our five fields of competence. We are also well placed, with our field network, to monitor trends and to provide an impartial picture of the tangible impact of the crisis – both at the country level in terms of budgetary allocations and cutbacks – and globally in terms of sectoral official development assistance (ODA) flows. Overall, we must devise creative and innovative approaches for our programmes showing their relevance, utility and impact. This may also necessitate some flexibility in programme implementation.

UNESCO is one of the trusted partners of developing and industrialized countries alike for the delivery of programmes and services which will play a crucial role in stabilizing economies and societies. UNESCO has an important role in assisting countries in coping with the crises by developing sustainably and by mobilizing knowledge for innovation. UNESCO will continue to assist its Member States in combating illiteracy and ignorance, growing inequalities between and within nations, and in eradicating poverty, which is on the rise again due to the global financial crisis. The fallout from these trends on women and youth are particularly worrisome. Overall, the world's poor and marginalized risk being hit the hardest, deepening current inequalities even further.

We should not forget that UNESCO's Constitution, drafted in the wake of the cataclysm of the Second World War, underscores the importance of international cooperation in the social sectors, notably education, culture and the sciences, in the reconstruction of societies and economies. Today, as the world again confronts major crises, UNESCO stands ready to mobilize its resources and networks to assist all its Member States. But it must be endowed with a minimum of resources that can ensure that it will do the job that it was created to do over 60 years ago. Investment in social services and global public goods is not charity, rather it is investment in the world's immediate future.

Therefore UNESCO needs to continue to focus with vigour and effectiveness on the implementation of its regular programme with its clear priorities, which I will outline in the next section. The proposed Programme and Budget represents in my view again a fair balance between what is required to preserve and solidify UNESCO's role as the premier multilateral organization for education, the sciences, culture and communication and what is financially feasible in the tight current global context.

Let me also add that we must carefully monitor the flow and volume of voluntary extrabudgetary resources, which are critical for enhancing the outreach and impact of UNESCO's programmes. It is difficult to assess what impact the crisis will have on the volume of voluntary contributions provided. I hope that donors will realize the scope of the challenges that lie ahead of us and will provide UNESCO with the extrabudgetary funds it needs which are vital for it to carry out its mission effectively and fulfil its commitments. The UNDP-Spain MDG Achievement Fund (MDG-F) has provided an important additional impetus for joint United Nations programming and action in specific areas at the country level, including the important field of culture and development. In addition, UNESCO has revamped its resource mobilization strategy, with much support from the Executive Board. This strategy envisages the preparation and regular updating of a complementary Additional Programme of extrabudgetary activities, which are fully aligned with the priorities of the regular programme contained in the relevant C/5 document.

Two overarching global priorities: Africa and Gender Equality

Draft document 35 C/5 is particularly responsive to the two global programme priorities of document 34 C/4 Approved: Africa and Gender Equality. These priorities have been built into all programme

components and are visibly presented for each major programme, identifying key programmatic contributions, strategic orientations and expected results.

Africa as a whole will continue to be a significant priority for UNESCO, which will address the needs of the continent in all its five fields of competence. UNESCO's action in Africa will respond to national development needs and take into account the exigencies of regional integration articulated by the African Union (AU), including through its New Partnership for Africa's Development (NEPAD) programme and subregional organizations. Special attention will be given to the outcomes and recommendations of the African Union summits on education and culture (Khartoum Summit) and on science and technology for development (Addis Ababa Summit). The commitment to Priority Africa will benefit from house-wide coordination, management and monitoring through the intersectoral platform on Priority Africa, and draft document 35 C/5 contains clear provisions for action by each sector. By way of an example, the Education Sector is proposing to strengthen its efforts in favour of Africa, by increasing from 27.7% to 32.3% the budgeted activities committed to the continent.

Gender equality has been identified as a global priority at various United Nations conferences and summits, most recently in the 2005 World Summit Outcome document. Accordingly, it has been accorded special emphasis in the context of United Nations reform. UNESCO will reinforce its action in favour of gender equality in and through its fields of competence. Particular attention will be paid to the pursuit of two mutually reinforcing objectives: firstly, ensuring full implementation of the gender mainstreaming strategy in all major programmes; secondly, ensuring that the specific rights and needs of women and girls are considered a priority in its programmes, especially at the country level. The emphasis on gender equality is integrated into the strategies for each biennial sectoral priority and reflected, as appropriate, in the results chain for the various MLAs.

As requested by the Medium-Term Strategy, I submitted for the first time to the Executive Board at its 181st session a separate Gender Equality Action Plan (GEAP) setting out for each major programme mainstreaming action as well as expected results. This is a document which has few parallels in the United Nations system and places UNESCO in the top ranks of the United Nations system's efforts to promote gender equality. GEAP together with HRM's Gender Parity Plan – setting out the steps envisaged to attain gender parity in the Secretariat by 2015, as called for in document 34 C/4 – will allow UNESCO to make an effective contribution to gender equality worldwide. I am gratified that the Executive Board endorsed this Gender Equality Action Plan.

Naturally, draft document 35 C/5 Rev. reflects the need for strengthened and targeted intervention in favour of youth, the least developed countries and small island developing States (SIDS), concentrating on groups that are most in need, including indigenous peoples. Together with an increasing and clearly identified focus on South-South cooperation in all of UNESCO's fields of competence, these priorities will be fully integrated.

Programmatic focus

I am particularly satisfied that the Draft Programme and Budget represents the outcome of a very extensive and thorough consultative process, involving all stakeholders in UNESCO and the UNESCO family, including regional meetings with National Commissions in five regions and responses by Member States to a written questionnaire.

Draft document 35 C/5 Rev. is fully aligned with the policy direction and focus provided by the Medium-Term Strategy for 2008-2013 (34 C/4). The document is also fully aligned with the broader goals and concrete objectives of the international community and the UNESCO family, as set out in the

internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs).

The Executive Board had an important role in shaping the frame and priorities of the present document. At its 180th session, the Executive Board decided, *inter alia*, on the programmatic focus of draft document 35 C/5. I am pleased to state that draft document 35 C/5 Rev. has been prepared and developed in compliance with the guidance provided by the Board, especially as regards programme priorities for the five programme sectors, programme concentration and focus as well as clarity of information, including expected results.

The overarching objectives and strategic programme objectives of document 34 C/4 Approved have been translated in draft document 35 C/5 Rev. into a limited set of thematic biennial sectoral priorities, building on document 34 C/5 and thereby ensuring continuity and coherence, as well as a seamless transition between UNESCO's medium-term and biennial programmes. The biennial sectoral priorities have then been broken down into a small number of main lines of action, whose overall number has been further reduced when compared to document 34 C/5.

Draft document 35 C/5 Rev. is built throughout on the principle of RBM (results-based programming, management, monitoring and reporting). For each main line of action, expected results, performance indicators and, where necessary, benchmarks are formulated. This will allow regular monitoring and reporting against results during the biennium.

In the process, each programme sector has sought to sharpen its focus and concentrate its action in order to implement UNESCO's different roles and responsibilities at various levels. These include: (i) policy advice and assistance with its implementation; (ii) related capacity-building; (iii) normative and standard-setting activities, including a reflection of normative-operational linkages, especially at the country level; (iv) monitoring and benchmarking responsibilities; and (v) UNESCO's contribution in support of national development plans, through participation in United Nations common country programming exercises by United Nations country teams.

The proposed Programme and Budget will allow UNESCO to carry out its five established functions for the international community: (i) laboratory of ideas; (ii) standard-setter; (iii) clearing house; (iv) capacity-builder in Member States in UNESCO's fields of competence; and (v) catalyst for international cooperation. As specified in the Medium-Term Strategy, these core functions and the ways in which they are pursued can and will evolve in response to changing circumstances.

With respect to achieving EFA – which is our Organization's first and foremost priority – maintaining global momentum is imperative. UNESCO must and will pursue its role more vigorously – both as global coordinator and advocate, as envisaged in the EFA Global Action Plan, and in terms of the technical assistance and capacity development we provide at the country level. To this end, I have prioritized the Education Sector in draft document 35 C/5 Rev., which will receive some 43% of the nominal budget increase from the 34 C/5 Approved.

UNESCO has succeeded in revitalizing the EFA coordination process and is now engaging much more constructively with different stakeholders, in particular the EFA convening agencies. The declaration adopted at the December 2008 meeting of the EFA High-Level Group meeting in Oslo highlights concrete actions that EFA partners need to take to accelerate progress in four main areas: (i) the role of education in achieving other development goals and the need for stronger intersectoral policy coordination; (ii) urgent action to overcome inequalities in education, drawing on the findings of the flagship *EFA Global Monitoring Report* and the recommendations on inclusive education adopted at the

48th International Conference on Education (ICE); (iii) the severe shortage of qualified teachers; and (iv) financing – as the financial crisis must not serve as an excuse for cutting investment in education.

My draft document 35 C/5 Rev. embraces this agenda and proposes to strengthen programmatic focus on four priority areas and to direct more resources to Member States furthest from achieving the EFA goals, with a particular focus on Africa. Strengthening country capacity to lead development is vital to improving aid effectiveness, and is an area where this Organization is uniquely positioned to provide support. As one of four programme priorities, emphasis will therefore be given to helping countries plan and manage the education sector. I am also proposing to make technical vocational education and training (TVET) a priority area, as one of the three building blocks for EFA, alongside literacy and teachers.

In the next biennium, UNESCO will also fulfil its lead responsibilities concerning the United Nations Decade on Education for Sustainable Development (DESD), building on the results of the March 2009 Bonn Conference. The recent endorsement of ESD action by the G-8 will also provide added impetus. UNESCO will also strengthen actions aiming to achieve the objectives defined for the second half of the United Nations Literacy Decade (UNLD).

In follow-up to the Overall Review Committee's recommendations on Major Programmes II and III, draft document 35 C/5 Rev. envisages much closer cooperation between the two science sectors. Coordination among the international and intergovernmental science programmes has been strengthened. We are giving particular priority attention to areas where UNESCO has unique expertise, such as science education and science policy.

In the context of the current crisis, UNESCO's assistance to Member States for developing strong science policies will be crucial. They are drivers of innovation and sustainable economic development. Science policy advice and science education constitute major pillars of UNESCO's support to the implementation of the African Union's Plan of Action on science and technology. UNESCO is currently working with 20 African Member States to review their science, technology and innovation policies and implement the subsequent recommendations. Within this revised budget, I am proposing a budget increase for these activities to enable UNESCO to respond to the growing number of requests by Member States, particularly from LDCs in Africa, for assistance in this area.

Another area where UNESCO is boosting its action is in the field of capacity development. This is a second major thrust of our work under the AU Plan of Action. Capacity development is also an important concern for middle income countries, which are reporting a worrying decline in the number of young people enrolled in science education as well as an exodus of trained scientists. UNESCO's work through its category 1 science institutes, IHE and ICTP, are particularly effective examples of our interventions.

This leads me to an ongoing priority for UNESCO's Science Sector which I have consistently advocated since my arrival at UNESCO: freshwater management. The Secretariat of the World Water Assessment Programme (WWAP) has produced the third edition of the *World Water Development Report*, another evidence-based flagship report of UNESCO, launched at the Fifth World Water Forum in March 2009 in Istanbul. Entitled "Water in a Changing World", the report puts water issues in the context of broader challenges such as climate change, the food and energy crises, poverty reduction and environmental degradation, and will thus be able to guide national policies as well as our action over the next years.

Regarding climate change, a detailed action plan for UNESCO's work covering the next biennium was presented to the Board at its 181st session. The plan identifies high-impact intersectoral projects for extrabudgetary funding, suggests ways to enhance UNESCO's visibility and participation in international

efforts, and proposes actions for making UNESCO more climate/carbon neutral. The intersectoral platform on climate change has already helped to gain recognition of UNESCO's contributions within the overall United Nations response to climate change. UNESCO is now jointly leading, together with WMO, United Nations system-wide efforts in the area of climate knowledge, science, assessment, monitoring and early warning. In 2010-2011 UNESCO will continue its important work of monitoring the oceans, developing tsunami warning systems in vulnerable regions, promoting international cooperation and coordinating programmes in research and capacity-building for improved management and protection of the marine and coastal environment. As requested by the United Nations General Assembly, together with the United Nations Environment Programme (UNEP), IOC is working to establish a regular process for the global assessment of the state of the marine environment. The results of research coordinated by IOC through the World Climate Research Programme will feed into the next assessment report of the Intergovernmental Panel of Climate Change, scheduled for 2013, and will support the sustained observing needs of the United Nations Framework Convention on Climate Change (UNFCCC).

The Social and Human Sciences Programme will focus on one of UNESCO's unique advantages, namely its ongoing work in the field of the ethics of science and technology, especially bioethics. Likewise, building on the human rights-based approach, the Programme will promote evidence-based policy recommendations, sharpened through dialogues, on emerging social and ethical issues in UNESCO's fields of competence, including social transformations, national science and innovation systems, migration, urbanization, climate change and the social aspects of the present crisis. Activities will further include youth programmes, research on gender issues and the implementation of the International Convention against Doping in Sport, which has become an international normative instrument document with significant practical impact.

As concerns the Culture Programme, action during the biennium will focus on reinforcing efforts to integrate the cultural dimension into development policies at the country level and into joint programming exercises of United Nations country teams, notably through an effective operationalization of UNESCO's seven conventions in the culture field. While the Organization will advocate for these conventions, their effective implementation rests principally with the States Parties that have adopted and ratified them. Sustaining and promoting cultural diversity – including through our unrivalled action pertaining to tangible and intangible heritage – is a key objective. It is closely linked to the promotion of intercultural dialogue, a core activity of UNESCO, which is also furthered in the context of a dedicated intersectoral platform. UNESCO's policy and operational engagement with the Alliance of Civilizations will be continued.

The proposed Communication and Information Programme builds on the premise that the universal human right of freedom of expression, including its corollary of press freedom, and universal access to information, are indispensable for development, democracy and dialogue, and essential for realizing equitable and inclusive knowledge societies. Today, despite significant advances in the creation, acquisition and sharing of knowledge through information and communication technologies (ICTs), great inequalities persist in Member States' capabilities to benefit from these technologies. The resulting divides, which are exacerbated by the current economic crisis, call for specific UNESCO action.

The outcomes of the World Summit on the Information Society (WSIS) continue to provide the framework for UNESCO's action, including its role as a facilitator of the implementation process. UNESCO is also increasingly engaged in the debate on Internet governance promoting a multi-stakeholder model to advocate for the principles of openness, accessibility, multilingualism and freedom of expression. The new Strategic Plan of the Information for All Programme (IFAP) approved by the Executive Board at its 180th session provides a framework for UNESCO's action to enhance universal access, in particular by assisting Member States to develop national information policies. In the area of communication

development, the Media Development Indicators, launched by the International Programme for the Development of Communication (IPDC), are informing the Organization's efforts to promote free, independent and pluralistic media. Assistance to media in conflict and post-conflict situations – an area where UNESCO has a unique and recognized expertise – will continue to be addressed during the biennium.

One of UNESCO's key comparative advantages within the United Nations system is its ability to draw on contributions from five different sectors and disciplines and to respond to complex contemporary problems in a strategic manner. As in document 34 C/4 and document 34 C/5, intersectorality and interdisciplinarity have therefore been given special emphasis in draft document 35 C/5 Rev. A number of priority themes and challenges calling for a concerted and comprehensive response by the Organization are outlined in a separate chapter of the present document, organized around thematic and coordinating intersectoral platforms. It is my expectation that the scope and depth of intersectoral and interdisciplinary engagement will increase, building on lessons from the current biennium. For each of the platforms proposed, new modalities, arrangements and mechanisms have been devised and introduced, allowing UNESCO to "Deliver as One".

The impact and relevance of our programmatic action will also depend on UNESCO's visibility and recognition. Determined efforts will need to be made, globally and at the country level, to present and project our activities and results to the general public and to decision-makers. Written, electronic and visual media will be put to use in this regard. It will be complemented by the implementation of a new publications policy, able to showcase our best results and contributions to international discourse in our fields of competence.

Advancing UNESCO's internal reform agenda

Draft document 35 C/5 Rev. provides UNESCO with the means to pursue continuous improvement of its internal management and support systems. I believe that the measures I have taken thus far – with the support of Member States – to improve management and working methods, to strengthen decentralization, to modernize staff policy and to increase accountability, internal control and oversight, stand us in very good stead.

Under tight budgetary constraints, I have sought over several biennia to modernize the Organization. This includes the introduction of new information management tools – SISTER, FABS, STEPS – and now the introduction of the international accounting standards IPSAS, as well as major improvements in the working conditions and security at Headquarters. Further progress is envisaged with the online programming and management tools, as a new SISTER 2 matures and is harmonized with FABS. The implementation of STEPS will complete the integrated management information systems reform that I had initiated, with the needed human resource information on the Organization's staff and their efficient management.

However, it is also clear that the funding of certain additional essential requirements and modernizations – with regard to security, building conservation or IPSAS for example – can no longer be "absorbed" through administrative rationalization alone. This is another reason why I am proposing, as an absolute minimum, a budget of \$653 million (i.e. with a nominal increase of \$22M relative to document 34 C/5).

There are also other ways in which draft document 35 C/5 Rev. proposes to further advance the reform agenda. We are challenged daily to strengthen our system of field offices to enhance programme delivery and impact and to position ourselves as an integral part of the United Nations country team effort. Attention will be paid, *inter alia*, to increasing field accountability with regard to the results of

decentralized programmes and overall field operations, reinforcing capacities of field offices, especially those involved in reform initiatives; devising modalities for an efficient interaction with United Nations country teams in countries where UNESCO has non-resident agency status; and upgrading field staff skills.

The Organization is also well served by our strong and transparent oversight approach. UNESCO is continuing its efforts to implement good practices and has taken a number of initiatives in this regard. The judicious use of internal audit and evaluations, linked to RBM, will remain an important tool to help impart a culture of transparency and accountability. Progress has been registered also with regard to risk management, aiming at making the assessment of risks a permanent and systematic feature of our programme execution and management. A high-level internal risk management committee has been formed to drive this effort forward and it will be complemented by a risk management training programme for staff. IOS will also continue to implement a cycle of evaluations of our core business through an examination of each strategic programme objective (SPO).

We will also strengthen partnerships vital for UNESCO's work. This will require deeper engagement with other United Nations system organizations. In this regard, UNESCO needs to reinforce substantive partnerships in strategic areas with other United Nations funds and programmes and other specialized agencies – be they in EFA, climate change action, communication for development, MDG-Fund activities, or the harmonization of business practices. Partnerships mean moreover privileged collaboration with members of the “UNESCO family” – that is, with National Commissions, national committees of intergovernmental programmes, category 2 centres, UNESCO Chairs, Associated Schools, Clubs and Associations. We will continuously strive to optimize the use of these valuable networks and intermediaries.

We will also seek to enhance our long-standing cooperation with civil society and our growing partnerships with the private sector across many of our programme activities, reinforcing in the process the attainment of our expected results. UNESCO's work stands to benefit from these partnerships in terms of financial contributions, expertise, network linkages, outreach and visibility.

UNESCO's engagement with and for youth has also proved vital over the years, connecting the Organization with this most important constituency wherein lies our future – which will again be underlined at the Youth Forum to be held during the 36th session of the General Conference.

Investment in United Nations reform: strengthening international cooperation and multilateralism

This budget is also an explicit investment in a stronger, more efficient and more coherent United Nations system, advancing the national development priorities of Member States and the internationally agreed development goals. In times of crisis like the one upon us, calls for intensified international cooperation and a stronger multilateral system arise, especially in the face of budding nationalist or protectionist tendencies.

Multilateralism is indisputably one of the most powerful responses for overcoming the present crisis – and it is to the credit of the G-20 that such a commitment was included already in the November 2008 Washington Declaration of the Group and reaffirmed in London in April 2009. This commitment must now be acted upon – not only for the Bretton Woods Organizations, but especially also for the United Nations agencies and organizations which can provide assistance, advice and guidance to countries seeking “to invest out of the crisis”, which is the spine of the second pillar of reform of the global reform challenge to which I referred earlier.

Accordingly, the present document also expresses in all major programmes a strong commitment to and financial engagement for UNESCO's proactive involvement in the dynamic and deepening reform processes of the United Nations system at global, regional and country levels. This reform is predicated on the need to enhance coherence by "Delivering as One" and with high quality. The lessons derived from the eight "Delivering as One" pilot countries will now be applied to an entirely new generation of United Nations Development Assistance Frameworks (UNDAFs), led by Member States and based on their national development priorities, in our programme domains and in joint programming efforts with other United Nations system organizations. I am proud to say that during my tenure, UNESCO has achieved its full integration into the United Nations system family and has received much praise for its efforts and contributions in the larger context of United Nations country teams and at the global level. The Memoranda of Understanding (MoU) for a strategic partnership with UNDP and with UNEP, which I concluded, fully and truly reflects the recognition, support and indeed influence which UNESCO has been able to rally in the United Nations system. UNESCO's country-level delivery as well as its engagement in regional structures will be further boosted through these MoUs. The MoU with UNDP also represents a landmark with respect to the inclusion of UNESCO's National Commissions in joint programming discussions, especially in countries where UNESCO is a non-resident agency. We must continue to build on this momentum.

UNESCO's proactive response to the United Nations General Assembly's resolution on the 2007 Triennial Comprehensive Policy Review (TCPR) of operational activities for development is another proof that our engagement for coherence, harmony, effectiveness, accountability and results-orientation at the country level is paying off. At the Board's request, a refined and forward-looking action plan has been presented to its 181st session and I am pleased to note that it was endorsed. This Plan contains specific follow-up information and timelines, where applicable, against which progress in implementing the various recommendations can be assessed. The main challenges for UNESCO are to further strengthen our country-level action within joint United Nations programming initiatives and to ensure quality involvement in both the planning and delivery phases. The implications of the 2007 TCPR on the long-term adjustments to our decentralized system are a significant part of the reflections of the Decentralization Review Task Force.

UNESCO will continue to work with all developing countries. However, it is important that the resources at UNESCO's disposal be deployed in a strategic manner. With this in mind, UNESCO will continue in 2010-2011 to strengthen its participation in UNDAF exercises and other common country programming processes. The 2% financing modality to support the involvement of UNESCO field offices in United Nations common country programming exercises has proved its value over the past years and deserves to be maintained. A particular challenge will arise during the biennium, when some 40 to 50 new countries will initiate the preparation of an UNDAF. UNESCO cannot – indeed should not – intervene everywhere at the same level and hence strategic choices will have to be made.

While draft document 35 C/5 Rev. reflects global priorities and collective commitments, this commitment will not weaken UNESCO's own identity and responsibilities in its key areas of competence. UNESCO's programme action cannot only be conditioned by the needs of UNDAF and other joint exercises. Rather, it must consist of a careful mix of UNDAF needs with stand-alone action in areas where UNESCO has a unique mandate and where Member States expect it to deliver, such as safeguarding heritage or promoting freedom of expression.

The proposed budget will help advance and consolidate UNESCO action at the country level over the next two years. A lower budget would inevitably spell a rupture caused by lesser resources allocated to field offices working at the front line of the United Nations system. This would not only undermine UNESCO's particular impact, it would also weaken the United Nations endeavour as a whole.

Financial and Budgetary Aspects of Draft 35 C/5 Rev.

Explanatory Note No. 2 by the Director-General

Decrease in recosting requirements and adjustments

In my original Draft 35 C/5 proposal, the total budget of \$671 million represented indeed an overall increase of \$40 million over the 34 C/5 Approved which could be interpreted as a 6.3% increase, or a 3.1% increase per year. However, this is the overall rate of increase which compares the total budget (Parts I-IV), but does not reflect the different rates of increase which were actually applied to each cost element by object-of-expenditure and by country.

In light of the impact of the evolving worldwide financial and economic crisis, and following the discussion that took place during the last session of the Executive Board related to the downward forecast of the inflation rates for the next few years, I have re-examined the general assumptions for the inflation rates applicable to the budget of the Organization. As a result, I am presenting a revised estimate of recosting requirements and adjustments which now amounts to \$30 million. This represents a reduction of \$10 million compared with the initial estimate, and is a combination of reductions of \$8.9 million in recosting and \$1.1 million in adjustments. By the nature of the recosting requirement, the reduction of \$8.9 million under recosting affects all the budget lines of draft document 35 C/5.

I will explain the results of our analysis in a summarized manner.

Reductions in provisions for non-programme areas

I further reviewed the staffing structure and the activities under the non-programme areas, particularly Parts I and III. This resulted in a further reduction of \$8 million exclusively under Parts I and III, which includes reductions of \$4.9 million under the Headquarters security costs and \$2.5 million under the Miollis Conservation Plan. The reduction under the Headquarters security includes foregoing 21 out of the 24 posts which were initially proposed to be created for this purpose. I have therefore taken full consideration of the request expressed by many Member States during the last session of the Executive Board with regard to the revision of the requirements under Parts I and III, particularly for Headquarters security and the Miollis Conservation Plan. However, it should be understood that there are significant future security requirements which will need to be resourced. I am therefore, as requested by the Executive Board in April 2009, presenting a medium-term security plan at the 182nd session of the Executive Board.

In my original 35 C/5 Draft proposal, the average rates of increase that were applied to Parts I-III and to Part IV – and which represented an average of various different rates drawn from available economic indicators and an analysis of past expenditure trends – were as follows:

		Rate of increase applied	Resulting recosting amount
Parts I – III	Activity	2.2% p.a.	\$11.1M
	Staff	3.1% p.a.	\$23.1M
	Total	2.7% p.a.	\$34.2M
Part IV		1.4% p.a.	\$5.8M
TOTAL			\$40.0M

This proposal was elaborated in autumn 2008 and the rates of increase were mainly based on IMF statistics published in April 2008. Questions were raised during the last session of the Executive Board on the applicable increase in light of the global financial and economic crisis and which could impact the estimate of future general rates of increase worldwide. For example, the IMF published in April 2009 an updated general inflation rate for France. According to these, the average inflation rate applicable to France for 2008-2009 was revised downward from 2.1% p.a. to 1.8% p.a., and the average rate for 2010-2011 was also revised from 1.7% p.a. down to 1.2% p.a.

However, the expenditures of the Organization do not follow only the inflation trends of the host country, but are influenced by a number of factors across different countries and also by the decisions of the United Nations concerning the common system staff salaries and allowances. Nevertheless, I have duly taken note of the prevailing forecast that the inflation rates are expected to decrease in 2009 and in succeeding years. Certain cost elements, especially under the staff costs, needed careful attention as they do not necessarily follow the general inflation rates based on consumer prices. In sum, the average rates of increase applied in my present proposal for the Draft 35 C/5 Rev. can be globally summarized as follows:

		Rate of increase applied	Resulting recosting amount
Parts I - III	Activity	1.4% p.a.	\$7.2M
	Staff	2.7% p.a.	\$20.1M
	Total	2.2% p.a.	\$27.2M
Part IV		1.1% p.a.	\$2.8M
TOTAL			\$30.0M

As regards the recosting of staff costs, the rate of increase was revised from 3.1% p.a. down to 2.7% p.a. This now assumes that the salary increase for the General Services category at Headquarters will not increase more than by 0.5% in 2009 and that the pensionable remuneration scale for the Professional category worldwide will not increase at all in 2009.

Budgetary milestones

The overall transition from the 34 C/5 Approved (\$631M) to the Draft 35 C/5 Rev. (\$653M) can be summarized as follows:

	Staff	Activity	Total	% over 34 C/5 Approved
34 C/5 Approved adjusted	373.3	257.7	631.0	
Variation in volume	2.3	(10.4)	(8.0)	-1.3%
Adjustments	–	(0.3)	(0.3)	-0.0%
Recosting	22.6	7.8	30.3	4.8%
35 C/5 Draft Rev.	398.2	254.8	653.0	3.5%

Therefore the global increase of \$22 million compared with the 34 C/5 Approved is a combination of the following:

Recosting requirement and adjustment	\$30M
Decrease in volume from the 34 C/5 Approved	(\$8M)
Total increase over the 34 C/5 Approved	\$22M

Analysis of volume evolution

The volume reduction of \$8 million compared with the 34 C/5 Approved can be further broken down by Part as follows:

Part I General policy and direction	(\$0.2M)
Part II Programme and programme related services	
Part II.A Programmes	\$4.5M
Part II.B Programme-Related Services	(\$0.8M)
Part II.C Participation Programme and Fellowships	(\$0.9M)
Part III Support for programme execution and administration	(\$4.7M)
Part IV Anticipated Cost Increases	(\$5.9M)
Total volume variation	(\$8.0M)

This indicates that the programme sectors (Part II.A) gained a volume increase of \$4.5 million, while a total of \$12.5 million volume reduction was made under other parts of the budget. A large reduction was therefore applied especially to Part III of the Budget, as well as to Part I and Part IV.

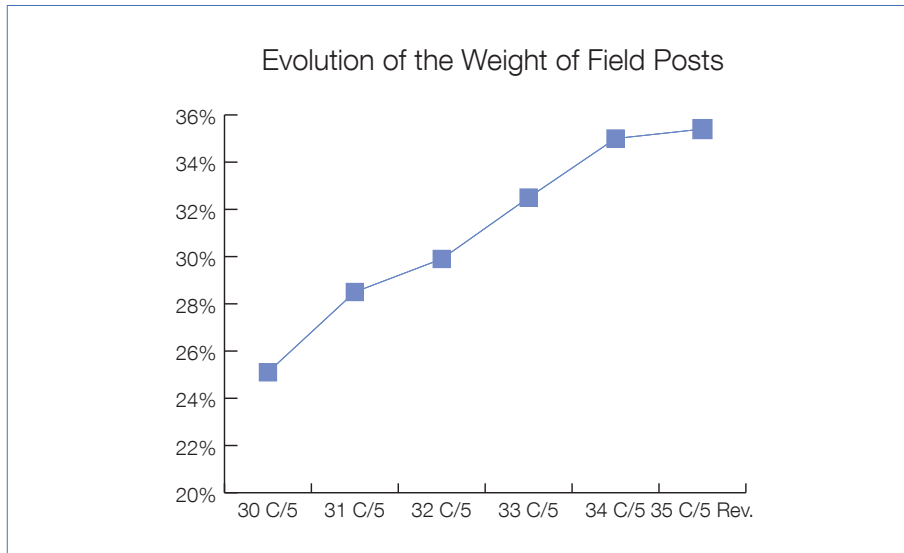
Staff analysis

The \$2.3 million increase in staff costs results from a net creation of 30 posts, of which 23 posts are to be established in the Programme sectors under Part II.A. However, in comparison with the original 35 C/5

Draft submitted, this represents a reduction of 22 posts, mainly by foregoing the new posts originally proposed for enforcing security at Headquarters.

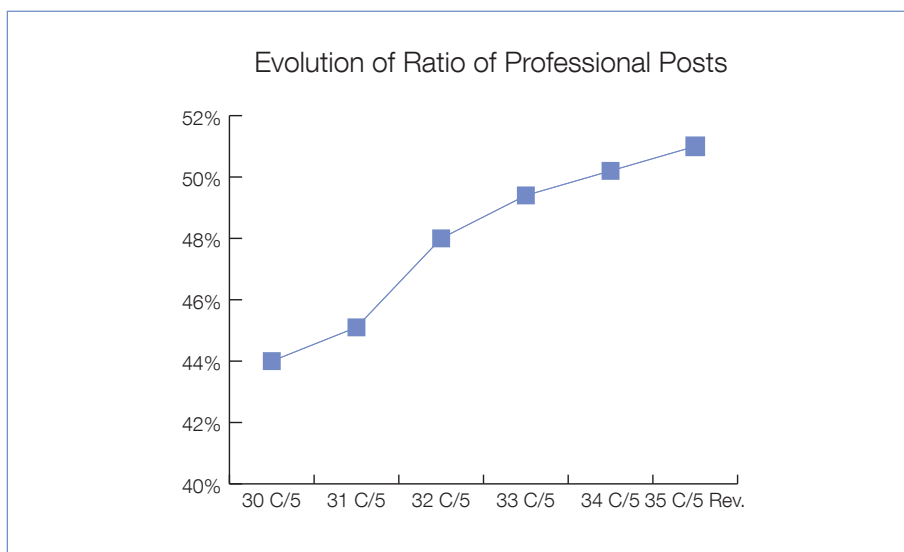
In particular, as I have already noted, I have endeavored to continue improving the ratio of staff resources between Headquarters and the Field. Upon my arrival at UNESCO in November 1999, the relative weight of field staff to total staff was 25%. In 2008-2009 (34 C/5), it had risen to 35%, and for 2010-2011 it has been planned to increase yet further to 35.4%.

The following graph demonstrates the evolution of the relative weight of field posts in terms of all posts under the regular budget over the past five biennia:



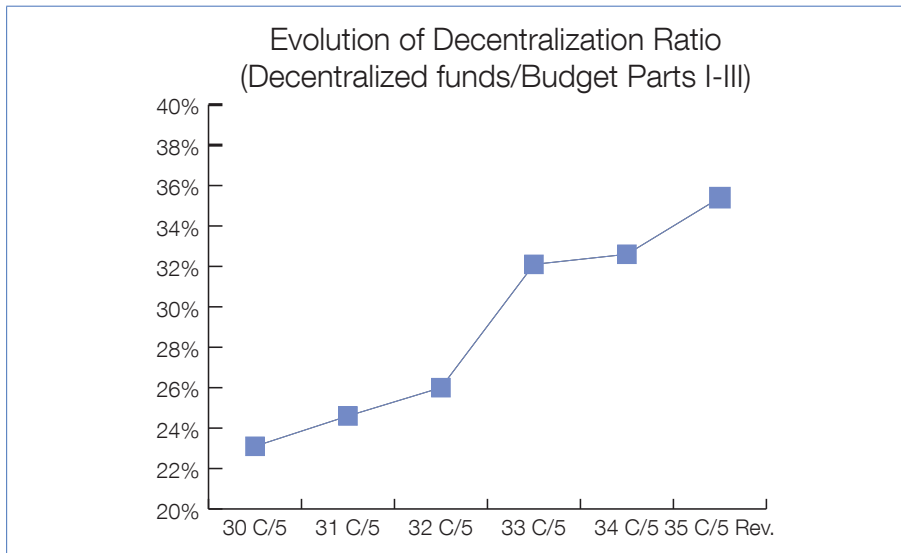
In the budgets I have submitted since 2000, including this Draft 35 C/5 Rev., I have achieved a net reduction of 324 posts at Headquarters while increasing our field presence by a net creation of 161 posts. This represents a net overall decrease of 163 posts.

I have also made an effort, within the limited resources, to increase the relative weight of Professional category posts vis-à-vis the General Services category. The evolution of the Professional ratio over the biennia is also shown below.



Decentralization

Since document 30 C/5, there has been a systematic increase in the amount of resources decentralized to the field. The budget's overall rate of decentralization has thus risen from 23% to 35% in the Draft 35 C/5 Rev.



Draft
Programme and Budget

Summary by Sector/Unit of regular programme and extrabudgetary activities

	Regular Budget		Total 35 C/5 Revised	Extrabudgetary resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies				
1. General Conference (GC)	4 443 200	1 038 000	5 481 200	–
2. Executive Board (EXB)	6 127 600	1 696 600	7 824 200	–
Total, I.A	10 570 800	2 734 600	13 305 400	–
B. Direction	2 175 700	18 180 400	20 356 100	1 437 000
C. Participation in the Joint Machinery of the United Nations System	10 965 200	–	10 965 200	–
TOTAL, PART I	23 711 700	20 915 000	44 626 700	1 437 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
Education Sector (ED)	56 175 700	62 360 000	118 535 700	62 008 300
Natural Sciences Sector (SC)	20 499 600	38 574 400	59 074 000	185 122 100
<i>(of which IOC⁽²⁾)</i>	<i>3 449 900</i>	<i>6 037 300</i>	<i>9 487 200</i>	<i>8 683 600</i>
Social and Human Sciences Sector (SHS)	9 671 800	19 982 300	29 654 100	27 024 700
Culture Sector (CLT)	17 201 000	36 548 700	53 749 700	71 376 700
<i>(of which WHC⁽³⁾)</i>	<i>4 573 200</i>	<i>7 759 100</i>	<i>12 332 300</i>	<i>34 376 700</i>
Communication and Information Sector (CI)	13 108 800	20 049 200	33 158 000	83 323 700
UNESCO Institute for Statistics (UIS)	9 128 600	–	9 128 600	–
Field – Management of decentralized programmes (BFC)	–	56 189 400	56 189 400	1 312 900
Total, II.A	125 785 500	233 704 000	359 489 500	430 168 400
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa (AFR)	1 044 400	3 631 900	4 676 300	2 861 300
2. Public information (BPI)	2 083 700	11 588 100	13 671 800	1 283 200
3. Strategic planning and programme monitoring (BSP)	1 435 000	6 345 000	7 780 000	558 400
4. Budget planning and management (BB)	507 700	4 332 200	4 839 900	3 106 800
Total, II.B	5 070 800	25 897 200	30 968 000	7 809 700
C. Participation Programme and Fellowships				
1. Participation Programme (PP) ⁽⁴⁾	19 050 000	930 200	19 980 200	–
2. Fellowships Programme (FEL)	1 165 500	695 500	1 861 000	3 424 900
Total, II.C	20 215 500	1 625 700	21 841 200	3 424 900
TOTAL, PART II	151 071 800	261 226 900	412 298 700	441 403 000
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION				
A. External relations and cooperation (ERC)	3 076 700	14 590 300	17 667 000	5 945 600
B. Field management and coordination (BFC)				
– Headquarters	388 200	4 305 000	4 693 200	219 800
– Field offices: operating costs	19 865 200	–	19 865 200	450 000
C. Human resources management (HRM)	16 018 500	16 715 700	32 734 200	500 000
D. Accounting, treasury management and financial control (BOC)	1 429 400	9 107 400	10 536 800	1 827 200
E. Administration (ADM)	38 341 100	59 586 700	97 927 800	10 968 800
TOTAL, PART III	79 119 100	104 305 100	183 424 200	19 911 400
TOTAL, PARTS I-III	253 902 600	386 447 000	640 349 600	462 751 400
Reserve for reclassifications / merit-based promotions	–	2 000 000	2 000 000	–
PART IV – ANTICIPATED COST INCREASES				
	852 700	9 797 700	10 650 400	–
TOTAL, PARTS I-IV	254 755 300	398 244 700	653 000 000	462 751 400

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

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

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

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

Part I – General Policy and Direction

Part I – 1

Regular Budget									
	34 C/5 Approved	34 C/5 Approved after IOC reduction	34 C/5 Approved based on revised standard costs	Comparative Transfers In/ (Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ Technical Adjustments	Total 35 C/5 Revised	Extra budgetary Resources ⁽¹⁾
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing Bodies									
Chapter 1 General Conference									
Activities	4 459 900	4 448 000	4 448 000	–	4 448 000	(144 200)	139 400	4 443 200	–
Staff	1 053 500	1 053 500	1 019 500	–	1 019 500	(20 300)	38 800	1 038 000	–
Chapter 2 Executive Board									
Activities	6 164 900	6 147 900	6 147 900	–	6 147 900	(183 000)	162 700	6 127 600	–
Staff	1 717 900	1 717 900	1 662 600	–	1 662 600	(35 900)	69 900	1 696 600	–
Total, Part.IA	13 396 200	13 367 300	13 278 000	–	13 278 000	(383 400)	410 800	13 305 400	–
B. Direction									
Chapter 3 Directorate									
Activities	386 400	386 400	386 400	–	386 400	46 500	11 700	444 600	–
Staff	2 716 000	2 716 000	2 665 600	–	2 665 600	160 100	28 100	2 853 800	–
Chapter 4 Office of the Director-General									
Activities	467 700	452 700	452 700	–	452 700	(49 000)	10 900	414 600	–
Staff	6 506 800	6 506 800	6 278 900	(370 500)	5 908 400	(136 900)	224 400	5 995 900	622 600
Chapter 5 Internal Oversight									
Activities	1 147 000	1 133 700	1 133 700	–	1 133 700	(127 000)	27 100	1 033 800	91 800
Staff	5 014 900	5 014 900	4 835 500	–	4 835 500	(11 700)	215 500	5 039 300	722 600
Chapter 6 International Standard and Legal Affairs									
Activities	137 700	137 700	137 700	–	137 700	(5 600)	3 600	135 700	–
Staff	3 600 600	3 600 600	3 475 000	–	3 475 000	98 000	146 100	3 719 100	–
Chapter 7 Ethics Programme									
Activities	186 900	170 800	170 800	–	170 800	(27 700)	3 900	147 000	–
Staff	513 100	513 100	496 700	–	496 700	51 400	24 200	572 300	–
Total, Part.IB	20 677 100	20 632 700	20 033 000	(370 500)	19 662 500	(1 900)	695 500	20 356 100	1 437 000
C. Participation in the Joint Machinery of the United Nations system (Activities)	10 234 600	10 212 600	10 212 600	–	10 212 600	120 900	631 700	10 965 200	–
Total, Activities	23 185 100	23 089 800	23 089 800	–	23 089 800	(369 100)	991 000	23 711 700	91 800
Total, Staff	21 122 800	21 122 800	20 433 800	(370 500)	20 063 300	104 700	747 000	20 915 000	1 345 200
Total, Part I	44 307 900	44 212 600	43 523 600	(370 500)	43 153 100	(264 400)	1 738 000	44 626 700	1 437 000

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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 I – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE										
General Policy and Direction	34 C/5 Approved as adjusted					35 C/5 Revised				
	DG	DDG	ADG/D/P/NPO	GS/L	Total	DG	DDG	ADG/D/P/NPO	GS/L	Total
General Conference										
Regular Budget Headquarters	–	–	2	2	4	–	–	3	1	4
Executive Board										
Regular Budget Headquarters	–	–	4	4	8	–	–	4	4	8
Direction										
Regular Budget Headquarters	1	1	49	27	78	1	1	49	26	77
Other funding sources	–	–	4	–	4	–	–	4	–	4
TOTAL Part I										
Regular Budget Headquarters	1	1	55	33	90	1	1	56	31	89
Other funding sources	–	–	4	–	4	–	–	4	–	4
GRAND TOTAL	1	1	59	33	94	1	1	60	31	93

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 35 C/5 Revised	
	\$	\$	\$	\$
A. Governing Bodies				
Chapter 1 General Conference				
I. Staff (established posts)		1 038 000	1 038 000	–
II. Other costs:				
External Audit Fees	434 000		434 000	–
Participants (delegates) travel	80 000		80 000	–
Interpretation, translation and documentation services	3 800 000		3 800 000	–
Other costs relating to the functioning of the Conference	129 200		129 200	–
Total, Chapter 1	4 443 200	1 038 000	5 481 200	–
Chapter 2 Executive Board				
I. Staff (established posts)		1 696 600	1 696 600	–
II. Other costs:				
Travel and subsistence allowance for Members of the Board	1 777 200		1 777 200	–
Interpretation, translation and documentation services	3 600 000		3 600 000	–
Other costs relating to the functioning of the Board	750 400		750 400	–
Total, Chapter 2	6 127 600	1 696 600	7 824 200	–
Total, Part IA	10 570 800	2 734 600	13 305 400	–
B. Direction				
Chapter 3 Directorate				
I. Staff (established posts)		2 853 800	2 853 800	–
II. Other costs:				
Temporary assistance	60 000		60 000	–
Overtime	30 000		30 000	–
Staff travel on official business	112 000		112 000	–
Contractual services	10 000		10 000	–
General operating expenses	108 000		108 000	–
Supplies and material	105 000		105 000	–
Furniture and Equipment	19 600		19 600	–
Total, Chapter 3	444 600	2 853 800	3 298 400	–

(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 Revised	
		\$	\$	\$	\$
Chapter 4	Office of the Director-General				
I.	Staff (established posts)		5 995 900	5 995 900	622 600
II.	Other costs:				
	Temporary assistance	72 000		72 000	–
	Overtime	20 000		20 000	–
	Participants (delegates) travel	23 000		23 000	–
	Staff travel on official business	80 000		80 000	–
	Contractual services	15 000		15 000	–
	General operating expenses	122 000		122 000	–
	Supplies and material	40 500		40 500	–
	Furniture and Equipment	42 100		42 100	–
	Total, Chapter 4	414 600	5 995 900	6 410 500	622 600
Chapter 5	Internal Oversight				
I.	Staff (established posts)		5 039 300	5 039 300	722 600
II.	Other costs:				91 800
	Temporary assistance	72 500		72 500	–
	Participants (delegates) travel	59 100		59 100	–
	Staff travel on official business	332 700		332 700	–
	Contractual services	463 300		463 300	–
	General operating expenses	40 200		40 200	–
	Supplies and material	19 500		19 500	–
	Furniture and Equipment	22 700		22 700	–
	Other expenditure	23 800		23 800	–
	Total, Chapter 5	1 033 800	5 039 300	6 073 100	814 400
Chapter 6	International Standard and Legal Affairs				
I.	Staff (established posts)		3 719 100	3 719 100	–
II.	Other costs:				
	Temporary assistance	30 000		30 000	–
	Overtime	12 000		12 000	–
	Staff travel on official business	20 000		20 000	–
	Contractual services	4 700		4 700	–
	General operating expenses	40 000		40 000	–
	Supplies and material	16 000		16 000	–
	Furniture and Equipment	13 000		13 000	–
	Total, Chapter 6	135 700	3 719 100	3 854 800	–
Chapter 7	Ethics Programme				
I.	Staff (established posts)		572 300	572 300	–
II.	Other costs:				
	Temporary assistance	15 000		15 000	–
	Overtime	5 000		5 000	–
	Participants (delegates) travel	–		–	–
	Staff travel on official business	20 000		20 000	–
	Contractual services	72 500		72 500	–
	General operating expenses	24 500		24 500	–
	Supplies and material	5 000		5 000	–
	Furniture and Equipment	5 000		5 000	–
	Total, Chapter 7	147 000	572 300	719 300	–
	Total, Part I.B	2 175 700	18 180 400	20 356 100	1 437 000
C.	Participation in the Joint Machinery of the United Nations System				
1.	International Civil Service Commission	680 000		680 000	–
2.	UN CARES and Dual Career and Staff Mobility Programme				
	- UN CARES	100 900		100 900	–
	- UN Dual Career and Staff Mobility Programme	20 000		20 000	–
3.	United Nations System High-Level Committee on Management:				
	- Human Resources Management Network	160 000		160 000	–
	- Finance and Budget Network	75 000		75 000	–
	- ICT Coordination activities	70 000		70 000	–
4.	United Nations System High-Level Committee on Programmes	44 000		44 000	–
5.	United Nations Joint Inspection Unit	450 000		450 000	–
6.	Statutory contribution of the UN Department of Safety and Security	2 955 300		2 955 300	–
7.	Security requirements of staff members in the field	5 900 000		5 900 000	–
8.	Administrative Tribunal of the International Labour Organization	230 000		230 000	–
9.	Malicious Acts Insurance Policy	280 000		280 000	–
	Total, Part I.C	10 965 200	–	10 965 200	–
	Total, Part I	23 711 700	20 915 000	44 626 700	1 437 000

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

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

I.A – Governing bodies

Chapter 1 – General Conference

Chapter 2 – Executive Board

I.B – Direction

Chapter 3 – Directorate

Chapter 4 – Office of the Director-General

Chapter 5 – Internal Oversight

Chapter 6 – International Standards and Legal Affairs

Chapter 7 – Ethics Programme

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

I.A – Governing bodies

Chapter 1 – General Conference

- 00101** The functions of the General Conference are defined by Article III.B of the Constitution. The Conference determines the policies and main lines of work of the Organization, takes decisions on programmes submitted to it by the Executive Board, adopts normative instruments in the fields of competence of UNESCO for submission to Member States and receives and considers reports from Member States thereon. It elects the Members of the Executive Board and a number of other international and inter-governmental bodies, as well as the Director-General. The functioning and structure of the General Conference are laid out in its Rules of Procedure.
- 00102** The General Conference meets in ordinary session once every two years. The 36th session will be held in October-November 2011 and will not last more than 16 working days. Its work will be organized upon the proposals by the Executive Board, on the basis of the decisions previously taken by the Conference as far as the organization of its work is concerned. It will be preceded by a Youth Forum.
- 00103** While the bulk of the budget goes to the organizational costs of the General Conference, these provisions also include the payment of the fees due the External Auditor, who is responsible to the General Conference for the audit of the accounts of the regular programme, the United Nations Development Programme and other extrabudgetary programmes, as well as the assistance provided by the Organization to certain categories of Member States and Associate Members for the official travel of one member of their delegations to sessions of the Conference, in order to ensure full participation in the General Conference.

Chapter 2 – Executive Board

- 00201** The functions and responsibilities of the Executive Board are derived primarily from the Constitution and from rules or directives laid down by the General Conference. On the one hand, it examines the programme of work of the Organization and corresponding budget estimates submitted to it by the Director-General, and then it submits them to the General Conference with its recommendations; on the other hand, it is responsible for the execution of the programme adopted by the General Conference, having regard to circumstances arising between two ordinary sessions of the Conference.
- 00202** During the 2010-2011 biennium, the 58 Members of the Executive Board will meet twice in 2010 and three times in 2011, including a very short session (1 day) after the 36th session of the General Conference. The meetings of the Executive Board (Bureau, plenaries, commissions and committees) are planned to last 70 days.
- 00203** Furthermore, pursuant to 155 EX/Decision 5.4 (Part C, para. 22) and to 169 EX/Decision 4.2, the Executive Board decided to hold, between sessions, information meetings between representatives of the States Members of the Board (or their alternates) resident in Paris and the Director-General.

00204

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

I.B – Direction

Chapter 3 – Directorate

00301

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

Chapter 4 – Office of the Director-General

00401

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

Chapter 5 – Internal Oversight

Secretariat unit: Internal Oversight Service

00501

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

00502

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

00503

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

- Internal audit provides assurance and enhances risk management, control, compliance and economy in achievement of UNESCO's objectives through internal audits, reviews and assessments.

- Evaluation provides aims enhancement of policy development, improves programme efficiency and effectiveness, promotes organizational learning from evaluation, and strengthens accountability for results.
- Investigations promote accountability across UNESCO through professional fact-finding and recommendations for action regarding allegations of irregularities (e.g. fraud, waste, malfeasance and abuse of authority).

00504

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

00505

Expected results at the end of the biennium

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Cases resulting from internal audit products and services and development of learning and accountability (internal audit recommendations, TA, tools, guidelines) at Headquarters and by field offices 	<ul style="list-style-type: none"> – at least 6 cases involving Headquarters and/or field offices

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Improvements resulting from evaluation products and services, also strengthening learning and accountability (evaluation recommendations, TA, tools, guidelines) at Headquarters and by field offices 	<ul style="list-style-type: none"> – at least 6 cases involving Headquarters and/or field offices

Accountability and adherence to rules and regulations in UNESCO strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Cases resolved as a result of IOS investigations 	<ul style="list-style-type: none"> – at least 4 cases

Chapter 6 – International Standards and Legal Affairs

00601

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 answer legal questions arising for the Organization and concerning its Constitution, statutory texts and regulations, its privileges and immunities; the conclusion and application of agreements with Member States or other organizations and of contracts to which the Organization is a party;
- (iii) to represent the Organization before the Administrative Tribunal of the International Labour Organization and other courts;
- (iv) to assist in the drawing up and application of international standard-setting instruments and to exercise depository functions on behalf of the Director-General in relation to international treaties; and
- (v) to serve as the secretariat of the Committee on Conventions and Recommendations of the Executive Board and of the Credentials Committee and the Legal Committee of the General Conference.

00602

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

- (i) ensuring compliance with the Organization's rules, regulations and procedures;
- (ii) pursuing improvements in the legal safety of activities carried out by the Organization.

00603

Expected results at the end of the biennium

Quality legal advice to the Organization and its governing bodies

Effective protection of the Organization's rights

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 on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies

Monitoring of the Organization's standard-setting instruments coordinated

Chapter 7 – Ethics Programme

00701

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

00702

The key elements of the Ethics Programme are as follows:

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

00703

Expected results at the end of the biennium

Code of conduct for international civil servants publicized and disseminated

Voluntary disclosure channel established

Hotline (“whistleblower”) protection policy created

Financial disclosure policy and conflict of interest rules disseminated and implemented

Training module on “ethics” developed and implemented on a mandatory basis by all staff

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

00801

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

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

00802

Expected result at the end of the biennium

Participation ensured in the activities of the joint machinery of the United Nations system

Part II – Programmes and Programme-Related Services

II.A – Programmes

MP I

Education

Major Programme I

Education

ED 1

Regular Budget							
Activities / Staff	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting	Total 35 C/5 Revised
	\$	\$	\$	\$	\$	\$	\$
Activities ⁽¹⁾	50 761 900	50 761 900	–	50 761 900	3 791 400	1 622 400	56 175 700
Staff	57 706 400	58 229 100	–	58 229 100	576 300	3 554 600	62 360 000
Total Major Programme I	108 468 300	108 991 000	–	108 991 000	4 367 700	5 177 000	118 535 700

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” under Technical Note and Annexes.

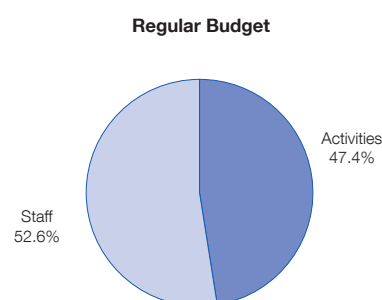
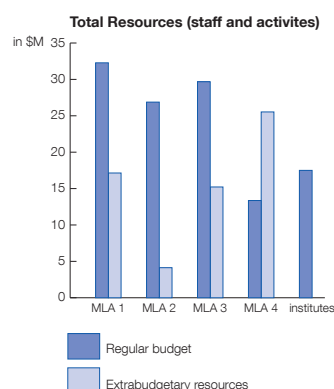
Main Line of Action	Regular Budget		TOTAL 35 C/5 Revised	Extrabudgetary Resources ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Building blocks for EFA: literacy, teachers and work skills	14 447 500	17 448 000	31 895 500	17 136 700
MLA 2 From early childhood to the adult years: building effective education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

(1) Including HQs indirect programme costs for an amount of \$627,200.

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

(3) The amounts for education institutes represent the financial allocations from the regular budget and might be subsequently used for financing activities and/or staff. The Institutes may also receive directly other extrabudgetary funds which are not included in this table.

Distribution of Resources



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

The table below shows the proposed decentralization of funds for the regular programme (activities and staff costs). The rate of decentralization of the regular budget for activities, which excludes the four global institutes as their activities are of global and inter-regional scope, is proposed to be increased from 70.0% in 34 C/5 to 72.4% in 35 C/5 Revised with all implementing regions keeping or increasing their respective percentage weight vs. the total activity budget of MP I.

It may be noted that Africa benefits from the highest increase in resources as its share of the activity budget rises from 27.7% in 34 C/5 to 32.3% in 35 C/5 Revised. This increase includes a reinforcement of \$500,000 to IICBA as part of the savings realized and transferred from BFC following the closure of CEPES. This closure, as well as the fact that the UNEVOC activity budget will figure under Headquarters as it serves all regions, caused a decrease in the resources allocated to Europe and North America. The decrease in the global Institutes represents a decrease in IITE compensated by increases in IIEP, IBE and UIL. In addition, though coordination of LIFE and its allocated funds will continue to be implemented by UIL, these funds are now shown under Headquarters as the latter will provide the overall coordination of all literacy activities. In terms of total resources (staff and activities), the decentralized resources have increased from 59.6% to 61.2% with the highest increase in Africa from 20.5% to 23.4%. It should be noted that most of the increase in field resources was allocated to activities.

At the overall sectoral level, the net volume increase in activities of \$3.79M was mainly allocated to the field. 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.

Implementing Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	Activities	Staff	Total	Activities	Staff	Total
	\$	\$	\$	\$	\$	\$
<i>Africa (including IICBA)</i>	10 421 100	9 208 500	19 629 600	13 944 100	10 777 700	24 721 800
Arab States	3 053 800	5 803 400	8 857 200	3 561 300	6 789 200	10 350 500
Asia and the Pacific	6 451 300	8 118 000	14 569 300	7 532 600	8 871 700	16 404 300
Europe and North America	785 800	2 260 900	3 046 700	234 500	1 169 900	1 404 400
Latin America and the Caribbean (including IESALC)	5 668 600	5 347 600	11 016 200	5 965 300	5 774 400	11 739 700
Total, Field	26 380 600	30 738 400	57 119 000	31 237 800	33 382 900	64 620 700
Headquarters	11 290 300	27 490 700	38 781 000	11 937 900	28 977 100	40 915 000
Subtotal	37 670 900	58 229 100	95 900 000	43 175 700	62 360 000	105 535 700
Institutes (IBE, IIEP, UIL and IITE)	13 091 000	–	13 091 000	13 000 000	–	13 000 000
TOTAL (Headquarters + Field + Institutes)	50 761 900	58 229 100	108 991 000	56 175 700	62 360 000	118 535 700

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

Overall, MP I benefits from 257 established posts funded from regular budget broken down by region as follows:

Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Africa	40	–	40	41	–	41
Arab States	18	4	22	20	4	24
Asia and the Pacific	34	–	34	34	–	34
Europe and North America	7	–	7	4	–	4
Latin America and the Caribbean	23	–	23	23	–	23
Total, Field	122	4	126	122	4	126
Headquarters	75	55	130	78	53	131
TOTAL Posts funded from regular budget	197	59	256	200	57	257
TOTAL Posts funded from PSC income	10	2	12	6	–	6
GRAND TOTAL (Regular budget + PSC income)	207	61	268	206	57	263

Major Programme I

Education

01001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:

Supporting the achievement of Education for All in countries in need.

Biennial sectoral priority 2:

Providing global and regional 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).

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

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

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

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

01002

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

01003

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

01004

Uneven distribution of resources remains one of the greatest barriers to widespread success in school; great gaps can be observed not only in levels of student achievement between rich and

poor countries, but also between rich and poor students within countries. Promoting equity in education is therefore essential. Moreover, much of the learning that takes place in schools around the world does not prepare students to build better societies for our common future: societies built on understanding and tolerance, mutual assistance and cooperation, and respect for our planet. Addressing teacher shortages and providing better training to future and current teachers for both formal and non-formal education is therefore a pressing concern, as is the need to integrate better education aimed at creating the conditions for sustainable development in planning and policy (see paragraph 01013). At the core of all of these critical issues for EFA is inclusive education which is an approach responding to the diversity of learners and their needs. In response to these challenges, UNESCO will assist its Member States in reaching the goal of providing education to their populations and coordinate the EFA movement globally and at the country level.

01005

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

- (a) by giving **priority to three themes: literacy, teachers and skills development for the world of work**. These priority areas have been identified as the building blocks for achieving EFA and the education-related MDGs most needed by UNESCO's Member States. They will be grouped into a single main line of action (MLA) with three expected results and receive approximately 37% of the total activity budget¹ for the programme;
- (b) by providing solid assistance to Member States in designing cohesive and **effective sector-wide policies and plans**, as well as by significantly strengthening UNESCO's coordination role for EFA at the country level, with some 20% of the total activity budget¹ being allocated to these areas (expected result 8 in MLA 3). The International Institute for Educational Planning (IIEP) and the UNESCO Institute for Statistics (UIS) will be important technical arms in this regard;
- (c) by earmarking US \$6 million to provide assistance to **20 "target" countries** that are at greatest risk of not meeting the EFA goals by 2015, representing US \$300,000 for each country. This will be financed principally through the increase in funds of US \$5,4 million (in absolute values) to the activity budget for Major Programme I for the 2010-2011 biennium compared to 2008-2009. Extrabudgetary resources, for example the Capacity development for EFA (CapEFA) programme, will supplement the regular programme resources, with approximately US \$15 million also targeting countries in this category each biennium. "Target" countries will be selected based on evidence, including development status, EFA Development Index (EDI) and post-conflict status. UNESCO's intervention in these countries will be based on national priorities and will focus exclusively on the four priority areas (literacy, teachers, skills development for the world of work and sector-wide policies). Additional "target" countries will be selected in coming biennia using the same criteria, or in this biennium if additional extrabudgetary funding is available. This focus on "target" countries will boost the programme's support to Africa, as more than half of countries selected for focus will be in that region;

¹ This excludes the financial allocations to the institutes.

- (d) by reinforcing the **focus on Africa** as the priority region for implementation of Major Programme I in 2010-2011 (see paragraph 01014). Direct funding to activities in the region will be increased so that it represents some 32.3% of the total regular activity budget.² In addition, the financial allocation to the UNESCO International Institute for Capacity-Building in Africa (IICBA) will be increased by 20%. More than half of extrabudgetary funding from CapEFA will also go to Africa. This does not include the benefits to Africa of the global activities carried out by Headquarters and UNESCO's global education institutes. Furthermore, programme activities to achieve four expected results relating to literacy, teachers, basic education and HIV/AIDS and education (expected results 1, 2, 5, and 10) will provide special focus on the Africa region;
- (e) by **aligning the UNESCO education institutes and centres** with Major Programme I as an important implementation arm, in particular in the fields of research, training and capacity development. In the 2010-2011 biennium, as shown in the related draft resolution, the programmes of these institutes contribute directly to one or several of the 14 Expected Results of Major Programme I. To improve implementation effectiveness and efficiency, the programme of the UNESCO International Institute for Capacity-Building in Africa (IICBA) will focus on providing technical backstopping to the implementation of the Teacher Training Initiative in sub-Saharan Africa (TTISSA), under the programme coordination of the Organization's Regional Bureau for Education in Africa (BREDA) based in Dakar. This will correspond to decentralizing the management of TTISSA from Headquarters to BREDA. Similarly, the programme of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) will be integrated into the overall programme of the Latin America and the Caribbean region, under the programme coordination of the Santiago-based UNESCO Regional Bureau for Education (OREALC). The role of the UNESCO International Centre for Technical and Vocational Education and Training (UNEVOC) will also be redefined within the framework of the newly developed Strategy on Technical and Vocational Education and Training (TVET). The UNESCO European Centre for Higher Education (CEPES) will be closed, with higher education in Europe being covered by Headquarters and resource savings being reallocated to IICBA and BREDA in Africa;
- (f) by concentrating on "**upstream**" work such as standard setting and policy and planning advice in order to achieve impact with its limited resources. There will also be increased synergy of action through clarification of the roles of Headquarters, the Regional Bureaux, the cluster and national offices, and institutes in order to avoid duplication and enhance effective delivery of assistance;
- (g) by adjusting the **organizational structure, reporting lines and staff deployment** of the Education Sector in order to bring them into line with the priority areas so that the proposed programme can be implemented in an effective manner; and
- (h) by directly reinforcing results achieved under the regular programme through a focused Complementary Additional Programme of **extrabudgetary activities**. The CapEFA programme provides a good example of this alignment. Extrabudgetary resources will also be used to strengthen networks and to develop a knowledge management system.

01006

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

- Biennial sectoral priority 1: Supporting the achievement of Education for All in countries in need; and
- Biennial sectoral priority 2: Providing global and regional leadership in education.

² This excludes the financial allocations to the global institutes.

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

BSP 1: Supporting the achievement of EFA in countries in need:	
MLA 1: Building blocks for EFA: literacy, teachers and work skills	
Thematic areas	<ol style="list-style-type: none"> 1. Literacy within the framework of the UNLD, with special emphasis on LIFE 2. Teachers, with special emphasis on TTISSA in Africa 3. TVET and skills development for the world of work
MLA 2: From early childhood to the adult years: building effective education systems	
Thematic areas	<ol style="list-style-type: none"> 1. Early childhood care and education 2. Basic education, mainly in Africa 3. Secondary education 4. Higher education
MLA 3: Sector-wide frameworks: helping governments to plan and manage the education sector	
Thematic areas	<ol style="list-style-type: none"> 1. Education sector policy analysis, planning and management 2. Integrating education for sustainable development in sector-wide frameworks 3. Comprehensive education sector responses to HIV and AIDS through EDUCAIDS and related efforts, particularly in Africa
BSP 2: Providing global and regional leadership in education:	
MLA 4: Leading the education agenda: coordinating international efforts in education and tracking trends	
Thematic areas	<ol style="list-style-type: none"> 1. EFA coordination 2. GMR and possibly other education reports 3. DESD coordination 4. Promotion and monitoring of normative and standard-setting instruments in education

The two biennial sectoral priorities will be addressed through four Main Lines of Action (MLAs). These will enable UNESCO to achieve the right balance between actions undertaken to address specific national or regional areas of concern identified in a bottom-up process through the UNESCO National Education Support Strategy (UNESS) documents, and those designed to respond to critical international needs, as pinpointed by major studies such as the *EFA Global Monitoring Report* and building on the outcomes

of the four major education conferences organized in 2008-2009 on inclusive education, ESD, adult education and higher education. Thus, UNESCO's action will be demand-driven and concentrated in areas where its comparative advantage is expressly recognized.

01009

Girls and women continue to lag behind in educational access and achievements. Within the two BSPs of this Major Programme, the need to guarantee equity in learning for children, youth and adults of both sexes (the "gender dimension") will therefore be emphasized (see paragraph 01015), adopting inclusive education as a key approach. In order to take advantage of the wealth of talent and competences available in developing countries and to facilitate the exchange of experiences among countries facing similar problems, South-South and triangular North-South-South cooperation will be emphasized as key operational modalities for designing and implementing activities (see paragraph 01016).

- (a) The first main line of action will be "**Building blocks for EFA: literacy, teachers and work skills**". The Organization will help targeted Member States to boost their functional literacy rates, design and implement effective policies and systems for training and retaining enough teachers to meet current and future demand, and assist in reforming technical and vocational education and training (TVET) systems to ensure that good quality opportunities for acquiring skills for the world of work are made available to youth and adults. All three will require a particular emphasis on women: targeting adult women's literacy skills, women teachers and TVET for women.
- (b) The second main line of action will be "**From early childhood to the adult years: building effective education systems**". Under this MLA, and within a framework of lifelong learning, UNESCO will support Member States both to improve their policies and systems in educational levels identified as national priorities for action, including early childhood care and education, basic education, secondary education and higher education, and to enhance the linkages between these different levels. Particular emphasis will continue to be placed on access, quality and equity.
- (c) The third main line of action will be "**Sector-wide frameworks: helping governments to plan and manage the education sector**". Through this MLA, UNESCO will directly assist targeted Member States in preparing, renewing and managing the implementation of national sector-wide plans and inclusive policies in education using cutting-edge tools, with particular emphasis on gender. It will also support countries in coordinating EFA at the country level. It will further help them to integrate the principles of education for sustainable development and address transversal issues that impact on the whole education sector such as HIV and AIDS.
- (d) The fourth main line of action will be "**Leading the education agenda: coordinating international efforts in education and tracking trends**". Through this MLA, UNESCO will coordinate international EFA partners in order to bring governments together to take decisions on major international policy issues in education and raise awareness on educational priorities defined by the United Nations. These will include, in particular, the coordination of the EFA process and the United Nations Decade of Education for Sustainable Development (DESD, 2005-2014). In order to ensure that policy decisions are based on solid research findings, the Organization will provide governments and the international community with reports on trends that include evidence on the status of legislation, policies, systems and participation in education around the world, in particular concerning progress, against internationally agreed development goals (IADGs). This will include the continued promotion and monitoring of existing normative and standard-setting instruments in the field of education.

01010

In order to carry out its clearing-house function more effectively, UNESCO will build an education knowledge management system for staff and Member States alike, with evaluated experiences

summarized and available on the Internet in multiple language versions. This will require more resources than can be made available for the 35 C/5 and so will involve a combination of a planned approach and a search for extrabudgetary funds. A strong communication and advocacy strategy will underpin the knowledge management strategy and strengthen visibility of outputs.

01011

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

01012

UNESCO has six category 1 institutes in education: the UNESCO International Bureau of Education (IBE); the UNESCO International Institute for Educational Planning (IIEP); the UNESCO Institute for Lifelong Learning (UIL); the UNESCO Institute for Information Technologies in Education (IITE); the UNESCO International Institute for Capacity-Building in Africa (IICBA); and the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC). The work of these institutes, which will receive a total allocation of \$17,500,000 from the regular budget of the Education Sector, is closely tied to Major Programme I. Thus, as noted above, their contribution to the expected results of Major Programme I is set out in the individual strategies and the related draft resolutions. Moreover, throughout their work, the institutes will contribute to Major Programme I's focus on 20 target countries by increasing their programmatic actions linked to these countries as it is reflected in their respective strategies.

01013

Education for sustainable development

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

ESD will therefore be integrated in many different levels of the work of Major Programme I. How this work will cut across the different Main Lines of Action of the programme is outlined below:

- (a) As lead agency for the United Nations Decade of Education for Sustainable Development (DESD), UNESCO will, as part of MLA 4 (expected result 13), lead the global process to reorient education in support of sustainable development. It will strengthen international coordination and partnerships in support of the Decade, in particular by advocating for ESD among policy-makers, civil society and the private sector, including the media. In addition, the Organization will further the participatory global monitoring and evaluation process for the Decade in order to provide evidence to guide policy-making, programme design, the assessment of progress and the defining of future orientations.
- (b) As part of MLA 3, UNESCO will provide technical assistance and capacity-building to Member States to improve the integration of ESD into tools for sector-wide planning and management (expected result 9). This includes the development of relevant ESD indicators and incorporation of ESD-relevant data into education management information systems for policy-makers. UNESCO will work on the development of global policy frameworks and guidelines for curriculum and programme development in areas of concern for ESD such as education on global sustainability challenges (climate change, food, natural resources) or citizenship education. Through the Associated Schools Project Network (ASPnet), ESD pilot projects and school campaigns will continue to be developed and implemented world-wide.
- (c) At the country level, under MLA 2, technical assistance will be provided to Member States to develop more specific learning content and curricula in different areas of concern to ESD as part of early childhood care and education as well as primary and secondary school (expected results 4, 5 and 6). Similarly, UNESCO will also provide technical assistance to Member States to ensure that teacher training institutions (MLA 1, expected result 2) and TVET institutions (MLA 1, expected result 3) fully integrate the concepts of ESD into learning and teaching processes. UNESCO Chairs and UNITWIN networks will help identify and facilitate the exchange of good practices in ESD at the higher education level.
- (d) Finally, the Education Sector will continue to lead the intersectoral platform on ESD, ensuring the coordinated involvement of all Major Programmes' efforts in this area. ESD is highly intersectoral; it can therefore concern a wide range of issues such as water resources, biosphere reserves, cultural diversity and World Heritage or emerging ethical and social challenges to development. In all these areas and others, UNESCO will help reorient education programmes and improve the wider public's understanding and awareness of these issues so as to contribute to a better, safer and more sustainable world.

Global priority Africa

In 2010-2011, UNESCO will significantly step up its support to education in Africa. Approximately one third of the regular programme budget for activities³ will be decentralized to the region, clearly demonstrating its priority status. In order to give a strong boost to the achievement of the EFA goals and education-related MDGs in African countries most in need, UNESCO will concentrate its resources for the continent on 12 (out of a total of 20 globally) “target” countries. Taken together, these “target” countries will receive US \$3.6 million from the regular programme as well as an estimated US \$10 million from extrabudgetary sources. Measures will also be taken to strengthen staff capacity in offices in charge of delivering support to the 12 “target” countries.

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

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

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

³ This excludes financial allocations to the institutes

Expected results at the end of the biennium

Within the framework of the UNLD, national capacities strengthened to plan, implement and manage quality literacy programmes in Africa, particularly through LIFE (expected result 1)

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

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

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

01015

Global priority gender equality

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

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

- (a) The principles of gender equality will therefore be integrated into each of the activities implemented by UNESCO education staff, many of whom were trained in gender mainstreaming during a house-wide exercise in 2005. In most cases, this will entail including a specific gender component within each activity. The promotion of gender sensitivity in the planning, management and implementation of literacy programmes under the programme of the Literacy Initiative for Empowerment (LIFE), including the development of gender-responsive literacy policies and programmes, is a case in point. Similarly, through the Teacher Training Initiative in sub-Saharan Africa (TTISSA), UNESCO will support countries in integrating gender perspectives in its work on teacher issues. These issues range from those that affect the teacher personally, such as their working conditions, status, management and professional development, to the way in which they take gender equality concerns into account in their teaching. Activities linked to educator training and support will also include components related to the development of gender-sensitive HIV and AIDS educational content and standards as well as support and care for infected and/or affected teachers that focus on the gender dimension, particularly in sub-Saharan Africa.
- (b) Activities that explicitly target girls and women or boys and men will complement these gender mainstreaming actions. This will be ensured by identifying in each region gender-specific activities to be carried out in areas of particular need. Funding has been reserved for this purpose. Examples of the type of activities that could be carried out include assistance to countries to develop gender-sensitive teaching and learning materials that promote the equal participation of women and men in society and at work. The Organization could also support Member States in planning and implementing skills development programmes aimed at women and adolescent girls. Other actions include facilitating the sharing of practices to address violence against women and girls in educational settings.

■ Expected results at the end of the biennium

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

Gender-sensitive teacher policies developed in Member States

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

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

South-South cooperation in education

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

- (a) SSC is first and foremost an implementation modality that will continue to be mainstreamed into most of the work undertaken by Major Programme I. This will be achieved by facilitating exchanges between developing countries and, where relevant, by helping Member States to adapt examples of good practices gleaned from others. To illustrate how UNESCO mainstreams SSC in its work, lessons learnt from a project in Guinea on the implementation of a national teacher training policy financed via the CapEFA programme will be shared in an interactive way with 11 TTISSA countries in the region so that they in turn can impact national policy in this area. The Sector will improve the visibility of this component of its work during the 2010-2011 biennium.
- (b) Some 20 education networks are hosted by UNESCO in various regions and subregions, for example INNOVEMOS in Latin America and the Caribbean, or the Asia-Pacific Programme of Educational Innovation for Development (APEID), among many others. They constitute a real potential for increased SSC and efforts will be made to initiate linkages among some of them during this biennium. UNESCO's four Regional Bureaux for Education will play a key role in connecting the wealth of information available through these networks and communities of practice. Furthermore, they will be actively involved in ensuring that small island developing States (SIDS) facing similar education situations and challenges can connect and explore how to manage these challenges.
- (c) In the 2010-2011 biennium, new and special SSC activities to promote exchange of experiences and best practice among South countries will be designed in each region. These activities will target, in particular but not exclusively, Major Programme I's priority areas of literacy, teachers and skills development for the world of work – all of which require focused attention in most developing countries. Specific reporting will be provided on these activities in the Director-General's biannual report to the Executive Board on the execution of the programme adopted by the General Conference (EX/4), including information on the activities of the many networks being coordinated by the Education Sector.
- (d) In order to maximize the impact of the above-mentioned specific activities under each of the priority areas, their implementation will be complemented with a second set of activities to be funded by the South-South Cooperation Fund in Education established in 2007 and carried out in close coordination with the Group of 77 and China. Significant attention will also be given to promoting the Fund and facilitating the fundraising efforts of G77 and China, which translates the high priority given by UNESCO to promotion of SSC in all areas of its work.

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

Biennial sectoral priority 1: Supporting the achievement of Education for All in countries in need

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

01017

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

01018

This MLA is the top priority, with some 37% of all Major Programme I’s activity budget⁵ being allocated to it. It will have two main aims. The first will be to strengthen national capacities to develop and renew cohesive policies based on cutting-edge research in the three priority areas. This will be achieved at the global level through the preparation of studies and policy briefs, among other activities, and at the country level through targeted capacity-building of national staff for collecting data, conducting needs analyses and developing policies that take into account international norms and standards as well as recent findings. The second aim will be to help countries to better plan for, implement, monitor and evaluate the effective delivery of formal and non-formal education programmes in the priority areas. This will be done through closely accompanying the programme planning process and providing Member States with the knowledge and tools to continuously adapt and improve them. All actions carried out under this MLA will be designed in such a way as to take the particular needs of girls and women, youth, the poor and other marginalized groups such as rural inhabitants and indigenous peoples into account. Furthermore, as a contribution to each of the three priority areas, specific activities will be carried out using South-South cooperation as the modality of implementation.

01019

As explained in the introduction to Major Programme I, 20 target countries will be selected for priority action in 2010-2011. This will supplement the support provided to all countries under this MLA. Each of the 20 target countries will receive additional support to focus either on one area within this MLA or

⁵ This excludes financial allocations to the institutes

on sector-wide planning (see MLA 3, expected result 8 below). This support will be complemented by funding under the CapEFA programme and from other extrabudgetary sources.

Literacy

01020 Within the framework of the United Nations Literacy Decade (UNLD), and through UNESCO's Literacy Initiative for Empowerment (LIFE), UNESCO will help Member States to boost their literacy rates. It will do so by motivating governments and civil society to pay more attention to literacy by assisting countries in formulating solid and evidence-informed policies, and by developing their capacity to deliver programmes of good quality, including through local languages. These actions will aim to achieve the objectives defined for the second half of the UNLD, which are: mobilizing stronger commitment to literacy; reinforcing more effective literacy programme delivery; and harnessing new resources for literacy. Work in the field of literacy will form an important part of the Organization's contribution to strengthening adult education within a lifelong learning perspective at the country level.

01021 Advocacy for literacy will target the entire range of stakeholders, particularly those outside the education community. Particular emphasis will therefore be placed on highlighting the importance of literacy at non-education events. Governments and the wider public will be encouraged to support and promote and invest in literacy through media-friendly actions such as the yearly UNESCO Literacy Prizes and International Literacy Day, contributions to Global Action Week and the interventions of well-known personalities such as the UNESCO Goodwill Ambassadors. High-level national decision-makers and donors will be addressed at relevant international fora such as the EFA High-Level Group and Working Group meetings. These activities will be complemented by specific actions to increase investment in literacy, in particular promotion of the UNLD Fund to Advance Global Literacy and support to research on the costs of illiteracy and the funding gap.

01022 National literacy policies will be improved primarily by bringing solid technical assistance to countries in assessing and monitoring national literacy levels, particularly through the Literacy Assessment and Monitoring Programme (LAMP); in mapping, monitoring and evaluating literacy and non-formal education at national level through UNESCO's Non-formal Education Management Information System (NFE-MIS); in carrying out needs analyses, particularly through LIFE, whose coordination will continue to be carried out by UIL, while the overall coordination of all literacy activities will be managed by Headquarters; and in designing gender-responsive policies, plans and strategies. South-South and triangular North-South-South cooperation will play an important role in this regard.

Teachers

01023 UNESCO will develop national capacities to design and implement viable policies concerning teacher education and training, recruitment, retention and issues of status and working conditions in line with the ILO/UNESCO Recommendation concerning the Status of Teachers (1966) and UNESCO Recommendation concerning the Status of Higher-Education Teaching Personnel (1997), including the impact of HIV and AIDS on teachers. It will highlight the crucial role of teachers in providing quality education through events such as World Teachers' Day. The Organization will also develop guidelines to assist teacher education institutions in mainstreaming education for sustainable development (ESD) as well as HIV and AIDS in teacher training programmes. Furthermore, it will support and house the secretariat of the Task Force on "Teachers for EFA", a voluntary global alliance of EFA partners working together to address the "teacher gap" and facilitate South-South and North-South-South collaboration on teacher issues. Moreover, UNESCO's work in ICT for education will focus particularly on teacher training. In particular, the Organization will support the appropriate and effective deployment of open and distance learning (ODL) and ICTs by developing national capacities in these areas.

01024

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

Skills development for the world of work

01025

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

01026

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

01027

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

01028

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

01029

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

Expected results at the end of the biennium

Expected result 1: Within the framework of UNLD, national capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE

<i>Performance indicators</i>
<ul style="list-style-type: none"> ■ Number of countries having developed relevant and gender-responsive literacy policies that are an integral part of national education policies and plans ■ Number of operational literacy programmes at national level ■ Number of LIFE countries having developed a national implementation framework (LIFE Action Plan) ■ Number of financial and technical partners making increased investment in literacy ■ Number of literacy programmes specifically targeting women and girls ■ Number of countries that have undertaken literacy assessments along with comprehensive mapping of literacy learners, providers, and levels of literacy

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

<i>Performance indicators</i>
<ul style="list-style-type: none"> ■ Number of teacher policies, strategies, plans and qualifications frameworks in teacher education developed and/or reviewed, including through a gender lens ■ Number of teacher training institutions reviewed to meet identified teacher development needs ■ Number of countries having incorporated ICTs in their teacher training programmes

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

Performance indicators

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

Main line of action 2: From early childhood to the adult years: building effective education systems

01030

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

01031

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

Early childhood care and education

01032 Early childhood care and education (ECCE) programmes can support health and nutrition, improve cognitive development and provide children with the basic tools they need to learn. They are also a key to equity: although vulnerable children from poor and rural households stand to benefit the most, evidence suggests however that they are the least likely to participate in ECCE. UNESCO will therefore assist targeted countries to strengthen their capacities to plan, implement and manage early childhood care and education programmes. At the global level, it will do so by continuing to provide ECCE professionals and decision-makers with detailed analyses of policy options and reforms through the UNESCO Policy Briefs on Early Childhood series. More broadly, it will support dialogue and advocacy, in particular by contributing to the organization of the International Conference on ECCE to be held in Moscow, Russian Federation, in 2010. At the country level, UNESCO will provide assistance to targeted Member States in reforming their ECCE plans and policies and adapting their curricula to reflect recent findings in pedagogy, with a special focus on mother tongue instruction.

Basic education, mainly in Africa

01033 Although significant progress has been made, many children, often girls, still do not have access to good quality basic education. UNESCO will therefore advocate and provide policy advice for equality of educational opportunities for all and increased inclusion in education through access, retention and performance, targeting in particular children and youth from under-served regions or populations. Special attention will be given to language issues in basic education, particularly because of the proven correlation between the use of mother tongue and learning achievement during the first years of education. In this context, support will be given to Member States to strengthen their capacity to monitor learning achievement in primary education. UNESCO will also promote action-oriented research on issues related to the access to, and quality and governance of basic education around the world. In this regard, the Associated Schools Project Network (ASPnet) will function as a useful laboratory for the development of good practices.

01034 The need for enhanced provision of basic education is particularly great in Africa. Major Programme I will therefore concentrate on strengthening national capacities to plan, implement and manage quality basic education in this region. This will be carried out in line with the Kigali Call for Action (August 2007), which initiated the Basic Education in Africa Programme (BEAP). BEAP is a strategy to enhance policy dialogue for reform of education in Africa for a minimum of nine years including one to two years of pre-school. It ensures differentiated learning for a more inclusive education and an appropriate balance of learning outcomes including knowledge, skills, competencies, values and attitudes in the basic education curricula, including the promotion of life skills, mathematics, science and technology, entrepreneurship education, as well as counselling career guidance. In particular, BEAP supports countries in designing, developing and implementing balanced curriculum design as well as assessment and certification systems. These should be consistent with national priorities, ensure the necessary links between formal and non-formal education, and place an accent on the outcomes of learning for individuals, society and the economy. This includes the integration of learning on HIV prevention into basic education curricula.

Secondary education

01035 As growing numbers of children graduate from primary schools, many countries are shifting their attention towards expanding secondary education opportunities. Secondary school students today are more diverse in their backgrounds, needs and expectations than ever before. At the same time, the political, economic, social and environmental contexts are changing. To ensure that education is relevant and effec-

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

Higher education

01036

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

Expected results at the end of the biennium

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

Performance indicators

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

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

Performance indicators

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

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

Performance indicators

- Number of countries having renewed secondary education with assistance from UNESCO, emphasizing equity, relevance and quality
- Number of countries having reviewed their science education policies to improve quality and increase the participation of disadvantaged groups, especially girls
- Number of relevant research studies successfully completed and results disseminated, including through ASPnet
- Number of countries where curricula for secondary education have been revised
- Number of countries where learning assessment systems in secondary education have been improved

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

Performance indicators

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

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

01037

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

01038

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

Sector-wide policy formulation and planning

01039

The first set of actions under this MLA will therefore aim to support some 20 countries to strengthen their institutional capacity for education sector management at the central and local levels, including for post-conflict and post-disaster situations, in line with UNESCO's capacity development strategy paper. The International Institute for Educational Planning (IIEP) and the UNESCO Institute for Statistics (UIS) will

play especially important roles in this regard. In particular, support will be provided in the area of sector analysis and the preparation of credible strategic and operational plans through the use of tools such as policy simulation and education management information systems (EMIS). For this purpose, national capacities will also be strengthened to collect, process, analyse and use data for monitoring. Other key areas of assistance will include: financial planning and management; education personnel policy and management (together with TTISSA); education reform; and monitoring, evaluation and assessment of the implementation of education sector plans and policies. Delivering education in situations of crisis and/or fragility is particularly difficult; UNESCO will therefore continue to place a special focus in its work under this MLA on strengthening national capacities for planning and managing system-wide educational recovery and reconstruction in such situations, as well as on supporting countries to integrate measures aimed at conflict and disaster prevention and preparedness.

01040 Efficient use of resources is a major criteria for good management of education systems. Support will therefore be provided to government counterparts on donor coordination and fundraising, including within the EFA-FTI. UNESCO will also play an active role in promoting national education priorities within the Common Country Assessments/United Nations Development Assistance Frameworks (CCA/UNDAF) and United Nations reform processes. In this way, it will help to focus and coordinate aid interventions at the country level, in particular through strengthened coordinated action among the five EFA convening agencies within the framework of the GAP. UNESCO will further reinforce its internal programming mechanisms by ensuring that the actions carried out under Major Programme I are aligned with national priorities through the continued development and updating of UNESCO Education Support Strategy (UNESS) documents. Efforts will be made to synchronize UNESS documents with CCA/UNDAFs under preparation.

01041 At the global level, guidelines, toolkits and practical instruments will be prepared to facilitate country-based support for national educational planning and sector management. National education policies and management practices will be assessed in an attempt to increase the knowledge base available to countries and provide practical insights useful for national policy and management reforms. Cooperation will be sought with other agencies, especially in the fields of policy design, institutional analysis, financial planning and management in the context of public sector reforms, aid effectiveness, human resource management and EMIS, in an attempt to maximize the resources available for support to countries.

01042 Furthermore, as a follow-up to the 48th session of the International Conference on Education, inclusion across the education sector will be supported through actions aimed at assisting Member States to develop and monitor inclusive policies and to integrate a human rights-based approach in education plans.

Integrating education for sustainable development into education sector policies and plans

01043 The United Nations Decade of Education for Sustainable Development (DESD) affirms the need to integrate sustainable development into education systems at all levels in order for education to be a key agent for change. It seeks to stimulate governments around the world to renew their educational policies and practices in line with the tenets of sustainable development. Reaching these goals requires raising governments' awareness of the importance of sustainable development and the role of education in achieving it, and equipping them with the tools and capacity to implement it in their countries.

01044 One of the key tasks of UNESCO in its role as lead agency for the DESD is to strengthen capacities of stakeholders and to provide Member States with recommendations to enable them to promote and improve the integration of the principles, values and skills of sustainable development into their

educational policies, plans and programmes. Thus, UNESCO will promote education for sustainable development as an integral part of national education plans and provide global policy frameworks and content guidelines in areas of concern to education for sustainable development, including awareness-raising on climate change and the reinforcement of policies and programmes in teacher education.

01045

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

Developing comprehensive education sector responses to HIV and AIDS

01046

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

Expected results at the end of the biennium

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

Performance indicators

- Number of countries where institutional capacities are strengthened in the field of education policy review, sector analysis and planning, guided by UNESCO’s capacity development strategy paper
- Number of countries with sector-wide policies aimed at promoting inclusive educational opportunities of quality for children and youth from marginalized groups, including indigenous peoples, rural inhabitants and those living with disabilities
- Number of countries where national capacities to undertake monitoring and evaluation, including learning assessments, have been strengthened

- Number of countries with sector-wide policies aimed at promoting educational opportunities of quality for girls and women
- Number of countries where national capacities are strengthened for planning and managing system-wide educational recovery and reconstruction in situations of crisis and/or fragility

Expected result 9: National capacities developed to integrate the principles, values and practices of sustainable development into education sector-wide policies and plans

Performance indicators

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

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

Performance indicators

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

Biennial sectoral priority 2: Providing global and regional leadership in education

Main line of action 4: Leading the education agenda: coordinating international efforts in education and tracking trends

01047

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

01048

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

Global and regional coordination of Education for All

01049

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

increase its role in global processes and donor coordination frameworks including the EFA-FTI, paying special attention to new and emerging donors in support of EFA.

Global Monitoring Report and other education reports

01050 UNESCO will continue to track global and regional trends in education, in particular through the *EFA Global Monitoring Report (GMR)*. This latter will inform the EFA Working Group and EFA High Level Group and serve as evidence for the development of coordinated international action, while also informing policy-makers at the national level. Building on previous GMRs, the 2011 and 2012 issues will continue to analyse the success – or failure – of public policy responses to major issues in education.

01051 Other world reports relating to higher education (building on the outcomes of the 2009 World Conference on Higher Education), TVET, the right to education and secondary education are currently being considered and will contribute to this result if sufficient extrabudgetary funding is provided. As a follow-up to its 2007 publication, *Education under Attack*, UNESCO will also deepen the evidence base on the incidence and consequences of violent attacks against schools and other centres of learning, students, education personnel, education trade unionists and humanitarian and development education workers.

United Nations Decade of Education for Sustainable Development

01052 Within the framework of the United Nations Decade of Education for Sustainable Development (DESD), UNESCO will mobilize governments to put sustainable development at the centre of their actions in education. It will do so by coordinating the major actors of the Decade and raising awareness of its importance, in particular by submitting a mid-Decade report on implementation to the United Nations General Assembly in 2010. Furthermore, guided by the DESD International Implementation Scheme, the UNESCO Action Plan for DESD and the recommendations from the Bonn World Conference on the Mid-term Review of ESD, the Organization will play a catalytic role in building dialogue and consensus to facilitate the work of the Decade, in order to significantly enhance its impact and focus.

01053 In collaboration with other partners, and closely tied to the activities on integrating ESD in national sector plans and policies under MLA 3 (expected result 9), UNESCO will strengthen advocacy for the DESD and the importance of learning for sustainability, including ICT and the media. Using established networks such as the UNESCO Chairs and ASPnet to identify, develop and facilitate the exchange of good practices in ESD, it will reinforce partnerships so that stakeholders work together in promoting ESD for maximum impact. Finally, it will further the participatory Monitoring and Evaluation (M&E) process for the DESD in order to provide valuable evidence for future decisions and demonstrate the overall important contribution of ESD to improving the quality of education.

Normative and standard-setting instruments

01054 One of UNESCO's important functions is standard-setting. In 2010-2011, UNESCO will seek to strengthen the links between its normative instruments and their reflection in national legislation and practices, with the major aim of helping Member States to strengthen the right to education. UNESCO will therefore continue to help Member States to translate international obligations into national legislation and policy and to enhance awareness on key challenges such as gender issues, while also producing research and studies in cooperation with professional bodies. Collaboration with United Nations treaty bodies, in particular the work of the Joint Expert Group, will be strengthened and monitoring mechanisms reinforced along with a ratification campaign. In accordance with UNESCO's long-term plan for the monitoring of normative instruments, in 2010-2011 the Organization will also monitor and report on

the implementation of three normative instruments: the 1993 Recommendation on the Recognition of Studies and Qualifications in Higher Education (in 2010); the 1966 Recommendation concerning the Status of Teachers (in 2011); and the 1997 Recommendation concerning the Status of Higher-Education Teaching Personnel (in 2011). The draft texts for the revision of the 1981 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in the African States and the 1983 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Asia and the Pacific developed by the Drafting Groups of the Regional Committees of these Conventions will also be submitted for consideration and adoption by intergovernmental conferences convened by UNESCO during the biennium. UNESCO will also commission an independent study on the impact of the two normative instruments relating to TVET: the Convention on Technical and Vocational Education (1989); and the Revised Recommendation concerning Technical and Vocational Education (2001).

■ Expected results at the end of the biennium

Expected result 11: Political and financial commitment mobilized to achieve the EFA goals through strengthened coordinated action of EFA partners

Performance indicators

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

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

Performance indicators

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

Expected result 13: International coordination and partnership in support of the United Nations Decade of Education for Sustainable Development (DESD) strengthened

Performance indicators

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

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

Performance indicators

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

UNESCO category 1 institutes in education

01101

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

01102

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

UNESCO International Bureau of Education (IBE)

01103 The International Bureau of Education (IBE) is UNESCO's institute specializing in the content, methods, policies and processes of curriculum development.

01104 Curriculum is a crucial component of any educational process. National education authorities around the world are increasingly addressing the challenge of improving the quality of learning outcomes through curriculum reform. IBE contributes to the attainment of quality EFA by promoting the development of quality curricula. To this end, it builds networks to share knowledge on and foster national capacities for curriculum change and development. It aims to introduce innovative approaches in curriculum design and implementation, improve practical skills, and facilitate international dialogue on pedagogical policies and practices.

01105 In 2010-2011, IBE will: enhance national capacities for the design, management and implementation of curriculum development processes among specialists, practitioners and decision-makers; produce knowledge on curriculum-making processes and products; and inform innovative policies and practices in the field of curriculum reform and change, including by following up on the recommendations of the 48th session of the International Conference on Education.

01106 It will therefore contribute mainly to the results of: MLA 2 (expected result 5 on basic education mainly in Africa and expected result 6 on secondary education); and MLA 3 (expected result 8 relating to sector policy analysis). Furthermore, activities related to knowledge management and production will also contribute to MLA 4 (expected result 12 relating to reports and research).

01107 Expected results at the end of the biennium

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

Performance indicators

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

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

Performance indicators

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

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

Performance indicator

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

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

Performance indicators

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

UNESCO International Institute for Educational Planning (IIEP)

01108 The International Institute for Educational Planning (IIEP) promotes capacity development and research in educational planning, policy analysis and implementation of plans in relation to economic and social development. To this end, IIEP organizes training courses, seminars and symposia for a range of personnel, particularly mid-level and senior civil servants. IIEP also provides related technical assistance to build capacities, synthesizes existing knowledge and experience, and promotes research into new concepts and methods of educational planning and management (EPM).

01109 Echoing the Paris Declaration, the Third High-level Forum on Aid Effectiveness held in Accra, Ghana, in 2008 reaffirmed that “without robust capacity – strong institutions, systems, and local expertise – the developing countries cannot fully own and manage their development processes”. This observation has direct implications for EPM: countries with weak capacities to conduct their strategic and operational planning will have difficulties in reaching the EFA targets and the MDGs.

01110 In 2010 and 2011, priority attention will be given to Africa and to countries that are the furthest from achieving the EFA goals, many of which operate in fragile contexts. Within each component, strategies to achieve gender equality will be given prominence.

01111 Specifically, IIEP’s actions will be carried out along two main axes of work. The first axis relates to research and knowledge generation and dissemination. IIEP will provide evidence-based analysis for planners and managers to improve equitable access to quality education at all levels. This will be particularly achieved through:

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

01112 The second axis is related to IIEP’s capacity development work. The Institute will develop the capacities of ministries of education, including in decentralized units, to plan and manage their education systems and to ensure provision of quality education for all. It will do so by following an integrated capacity development approach that includes tailored training in residential and distance modes, on-the-job coaching, professional guidance and technical support.

01113 IIEP will also provide support to national/regional training institutions as well as professional networks to enhance the capacities of ministries of education in educational planning and management. Much of the capacity development work will be carried out in partnership with national and regional institutions. In this process, IIEP will develop the capacities of the capacity developers. The Institute will further support professional networks in EPM to promote South-South cooperation between different actors (including NGOs).

Expected results at the end of the biennium

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

Performance indicators

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

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

Performance indicators

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

UNESCO Institute for Lifelong Learning (UIL)

01115 As UNESCO’s resource centre for literacy, non-formal education and adult education, UIL aims to enhance lifelong learning for all as an integrated and comprehensive system that values and recognizes all forms of learning, in particular non-formal, informal, prior and experiential learning.

01116 Through its activities, UIL assists Member States in realizing the right to education and learning for all, with a focus on disadvantaged and marginalized groups. These activities regularly integrate elements of action-oriented and policy-driven research, capacity-building, policy dialogue and advocacy, as well as networking and information dissemination.

01117 During the 2010-2011 biennium, activities will be clustered around five strategic goals:

- (a) advancing lifelong learning for all through relevant policies, institutional frameworks and recognition, validation and accreditation mechanisms;
- (b) furthering literacy as a foundation for lifelong learning and as a prerequisite for achieving all EFA goals as well as UNLD and LIFE;
- (c) fostering quality EFA and lifelong learning by recognizing and integrating non-formal education and adult education into sector-wide strategies;
- (d) strengthening capacities of governments and civil society towards attaining EFA and DESD in the Africa region in UIL’s areas of expertise; and
- (e) reinforcing capacities in and providing services to Member States through its documentation, publication services and networking such as ALADIN, through research-based advocacy, technical assistance, training, and fellowship and internship programme.

01118 UIL will thus contribute to the achievement of MLA 1 (expected result 1 on literacy), MLA 3 (expected result 8 on sector policy analysis) and MLA 4 (expected result 12 on reports and research).

01119 Expected results at the end of the biennium

Within the framework of the UNLD, national capacities strengthened to plan, implement and manage quality literacy programmes, particularly through LIFE (MLA 1 – expected result 1)

Performance indicators

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

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

Performance indicators

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

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

Performance indicator

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

UNESCO Institute for Information Technologies in Education (IITE)

01120

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

01121

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

01122

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

01123

Expected results at the end of the biennium

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

Performance indicators

- Training materials on new learning technologies based on ICT produced and disseminated
- Capacity building training of trainers organized in the CIS in Member States with special focus on the CIS and "20 target countries"
- Number of people trained in the use of ICTs in the learning environment
- Close cooperation with the key stakeholders on Open Educational Resources advanced
- Global network of Open Educational Resources established

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

Performance indicators

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

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

- 01124** IICBA's actions will be focused on the implementation of TTISSA in sub-Saharan African countries according to the needs expressed by Member States and taking into account the status of teacher policy development in each country.
- 01125** IICBA will therefore contribute to the achievement of MLA 1 (expected result 2 relating to teachers) through training sessions at the regional, subregional and national levels, research and advice activities, adopting a holistic approach to teacher policies, taking into account teachers' education as well as their recruitment, career development, welfare, social status, working conditions and gender issues. IICBA will also conduct advocacy activities in order to engage Member States to develop a teacher policy paper even where a sectoral plan is available. Furthermore, IICBA will provide support to sub-Saharan African countries to use a toolkit for teacher policies and to teacher training institutions in the development of relevant curricula taking into account cross-cutting themes such as HIV/AIDS, gender or ESD.
- 01126** It shall also provide technical assistance to Member States in teacher development policy formulation, management and monitoring and evaluation, conduct capacity development workshops using open and distance learning (ODL), ICTs and face-to-face training, and establish and strengthen networks of communities of best practice in teacher policy. It will promote policy dialogue and research on innovative and alternative approaches including the use of ICT in teacher training, teaching and learning. IICBA will also support African Member States to develop legal frameworks for teacher development – including welfare and security – as well as norms and standards for teacher policy.
- 01127** IICBA will undertake regular annual assessments of TTISSA results on teacher development to inform the African Union (AU) Observatory on Education, the COMEDAF and other fora. The Institute will work closely with relevant UNESCO units at Headquarters and the network of field offices in Africa under the overall coordination of BREDa and use the findings of UNESS at country level. Given the importance of developing partnerships, IICBA shall work very closely with the AU for the successful implementation of the Second Decade of Education in Africa. It shall also strengthen its partnerships with relevant stakeholders (Pôle de Dakar, the World Bank, ADEA, the African Development Bank, the African Virtual University and UNAIDS among others) both at the regional and country levels. Further efforts will be made to mobilize extrabudgetary resources to support the Institute's actions in the Africa region.

Expected result at the end of the biennium

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

Performance indicators

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

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

01129

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

01130

IESALC accomplishes its mission through the following strategic actions:

- (a) acting as a reference centre and clearing house on the dynamics, trends and challenges of higher education development in Latin America and the Caribbean;
- (b) supporting Member States and higher education institutions in the formulation, planning, implementation, management and evaluation of institutional reform policies and projects;
- (c) promoting cooperation and networking between Member States, higher education institutions, non-governmental entities and UNESCO offices in the LAC region on issues related to the development of higher education. IESALC will also support policy dialogue platforms for the exchange of ideas and experiences between specialists, government officers, institutional leaders and other social actors;
- (d) enhancing the contribution of higher education to the sustainable human development of the region and, more specifically, to the improvement of basic education and the attainment of the EFA goals;
- (e) carrying out targeted actions and resource mobilization initiatives with national and international agencies in order to support and increase the cooperation and integration activities in the region. In doing so, IESALC will not only draw on expertise and resources available within the LAC region, but will also engage in facilitating further South-South cooperative actions with other regions of the world.

01131

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

Expected results at the end of the biennium

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

Performance indicators

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

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

Performance indicators

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

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

Performance indicators

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

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

Performance indicators

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

MP II

Natural sciences

Major Programme II

Natural sciences

SC 1

Regular Budget							
Activities / Staff	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting	Total 35 C/5 Revised
	\$	\$	\$	\$	\$	\$	\$
Activities ⁽¹⁾	21 357 600	21 357 600	–	21 357 600	(1 384 000)	526 000	20 499 600
Staff	35 416 700	35 242 000	–	35 242 000	1 741 200	1 591 200	38 574 400
Total, Major Programme II	56 774 300	56 599 600	–	56 599 600	357 200	2 117 200	59 074 000

For detailed definition of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)" under Technical Note and Annexes.

Main Line of Action	Regular Budget		TOTAL 35 C/5 Revised	Extrabudgetary Resources ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Enhancing the leverage of science through integrated science, technology and innovation (STI) policy	2 976 500	7 070 800	10 047 300	19 342 800
MLA 2 Strengthening science education and capacity-building in the sciences	2 760 400	6 358 400	9 118 800	5 810 000
MLA 3 Promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity as well as disaster resilience	10 297 800	18 299 900	28 597 700	23 199 300
MLA 4 Improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones	3 449 900	6 845 300	10 295 200	8 683 600
UNESCO science institutes				
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	73 000 000
The International Centre for Theoretical Physics (ICTP) ⁽³⁾	1 015 000	–	1 015 000	55 086 400
Total, Major Programme II	20 499 600	38 574 400	59 074 000	185 122 100

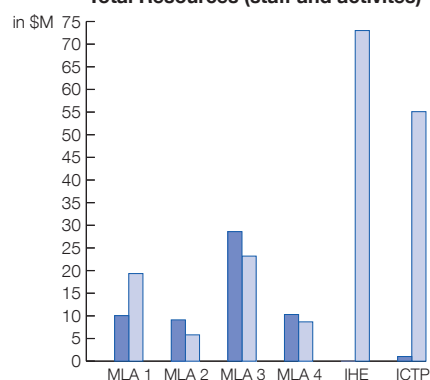
(1) Including HQs indirect programme costs for an amount of \$296,400 (of which \$51,700 for IOC).

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

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

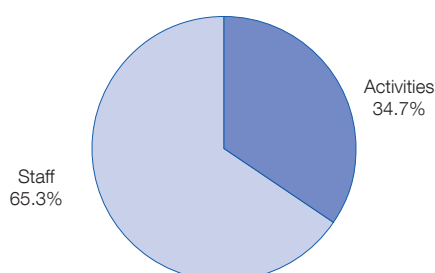
Distribution of Resources

Total Resources (staff and activities)



■ Regular budget
■ Extrabudgetary resources

Regular Budget



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

The table below shows the proposed decentralization of funds for regular programme (activities and staff costs).

Decentralization for MP II (including IOC and ICTP) will increase from 33.8% in 34 C/5 Approved as adjusted to 35.6% for the 2010-2011 biennium, with all implementing regions increasing their respective percentage weight vs. the total activity and staff budget of MP II. Emphasis is put on Africa as the main decentralized region (10.6%) followed by Asia and the Pacific (9.4%), Latin America and the Caribbean (5.9%), Arab States (5.2%) and Europe/North America (4.6%) regions. As regards activities only, the decentralization rates stand at 11.3% for Africa, 10.0% for Asia and the Pacific, 8.3% for Latin America and the Caribbean, 6.4% for Arab States and 3.0% for Europe/North America regions. During the 2010-2011 biennium, UNESCO will contribute from the regular programme budget an amount of \$1,015,000 towards joint programme training activities with ICTP. While all training activities will be held at the ICTP, the whole financial allocation will benefit the geographic regions as included in the proposed decentralization for activities. 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.

Implementing Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	Activities	Staff	Total	Activities	Staff	Total
	\$	\$	\$	\$	\$	\$
Africa	2 173 900	3 636 700	5 810 600	2 312 600	3 954 800	6 267 400
Arab States	1 254 100	1 542 200	2 796 300	1 314 200	1 730 500	3 044 700
Asia and the Pacific	1 769 200	3 161 200	4 930 400	2 060 100	3 490 900	5 551 000
Europe and North America	527 100	1 938 000	2 465 100	604 900	2 104 900	2 709 800
Latin America and the Caribbean	1 597 000	1 543 200	3 140 200	1 692 800	1 792 600	3 485 400
Total, Field	7 321 300	11 821 300	19 142 600	7 984 600	13 073 700	21 058 300
Headquarters	14 036 300	23 420 700	37 457 000	12 515 000	25 500 700	38 015 700
TOTAL (Headquarters + Field)	21 357 600	35 242 000	56 599 600	20 499 600	38 574 400	59 074 000

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

The table below shows the proposed distribution of established posts funded from regular budget by region.

Overall, MP II benefits from 167 established posts (of which 26 posts for IOC) funded from regular budget.

In the Draft 35 C/5 Revised, 4 posts have been created to reinforce IOC (1 NOC in Apia and 3 Professional posts for Headquarters) and 3 posts under SC (1 NOA in Havana, 1 Professional and 1 General Service at Headquarters).

Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Africa	15	–	15	15	–	15
Arab States	7	–	7	7	–	7
Asia and the Pacific	12	–	12	13	–	13
Europe and North America	6	–	6	7	–	7
Latin America and the Caribbean	6	–	6	7	–	7
Total, Field	46	–	46	49	–	49
Headquarters	59	55	114	64	54	118
TOTAL Posts funded from Regular budget	105	55	160	113	54	167
TOTAL Posts funded from PSC income	3	–	3	3	–	3
GRAND TOTAL (Regular budget + PSC income)	108	55	163	116	54	170

Major Programme II

Natural sciences

02001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:

Policies and capacity-building in science, technology and innovation for sustainable development and poverty eradication.

Biennial sectoral priority 2:

Sustainable management of freshwater, ocean and terrestrial resources as well as disaster preparedness and mitigation.

Internationally agreed development goals and commitments

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

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

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

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

2005 World Summit Outcome Document.

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

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

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

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

02002

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

02003

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

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

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

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

02004

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

02005

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

02006

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

02007

The Programme will fully exploit the strong potential that South-South and North-South-South cooperation has in the field of science, technology and innovation. The Academy of Sciences for the

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

02008

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

02009

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

02010

Global priority Africa

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

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

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

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

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

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

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

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

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

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

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

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

■ **Expected results at the end of the biennium**

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

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

Education and networking strengthened in basic and applied sciences

Knowledge base and capacities in formulating national energy policies strengthened

Knowledge base and capacities for national and regional freshwater management strengthened

University-level Earth sciences education revitalized

Adaptation strategies to manage coastal changes in West Africa provided

Global priority gender equality

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

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

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

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

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

■ Expected results at the end of the biennium

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

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

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

The gender dimension of biodiversity conservation highlighted internationally

Biennial sectoral priorities

02011

The Natural Sciences Sector will pursue a two-fold strategy articulated in two biennial sectoral priorities “Policies and capacity-building in science, technology and innovation for sustainable development and poverty eradication” (Biennial sectoral priority 1) and “Sustainable management of freshwater, ocean and terrestrial resources as well as disaster preparedness and mitigation” (Biennial sectoral priority 2). The strategy, which will apply to all four MLAs of Major Programme II, focuses, on the one hand, on upstream analysis and policy advice and, on the other hand, on the support of institutional and human capacity-building and the development of science knowledge and science services. This will allow to link and translate normative work into operational activities and ensure that experience from the operational work reflects on the upstream work. Action will focus on the following four main areas: (i) enhancing the leverage of science through integrated science, technology and innovation policy; (ii) strengthening science education and capacity-building in the sciences; (iii) promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity, and disaster resilience; and (iv) improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones.

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

02012

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

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

02013

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

02014

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

02015

STI policy guidelines for SIDS will be developed, taking into consideration their specific developmental needs, traditional knowledge and their particular vulnerability to the effects of global climate change, so that the model policy may be applied to countries in any region with minor adaptation. Further, the integration of local and indigenous knowledge into national and regional science policies will be promoted, and the potential contribution of this knowledge to sustainable development, biodiversity conservation and disaster preparedness and response will be highlighted. Climate change impacts on indigenous and other vulnerable communities, in the small islands and the Arctic regions, will be assessed and disseminated, contributing to the global debate on climate change through the inclusion of community-level perspectives. The integration of local and indigenous knowledge content into education curricula

will be enhanced through the development of specific policies and practices, which will be field-tested in select Member States. Innovative and interactive climate change-related education programmes for indigenous schools will also be developed.

Expected results at the end of the biennium

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Capacity-building measures for STI policy formulation/implementation 	<ul style="list-style-type: none"> – 50 policy-makers trained – regional STI strategies for Arab States and Central America – Africa-wide STI Mapping – policy advice to African Member States – 8 African virtual centres established and operational
<ul style="list-style-type: none"> ■ STI policy components included in United Nations common programming documents (UNDAF) at country level 	<ul style="list-style-type: none"> – 20 UNDAFs with STI policy components

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ International cooperation in science policy 	<ul style="list-style-type: none"> – World Science Forum (Budapest+10) recommendations disseminated – South-South Cooperation – regional science policy fora – inter-agency cooperation on STI policy
<ul style="list-style-type: none"> ■ Contribution of STI to dialogue, mutual understanding, peace and reconciliation, including in conflict and post-conflict environments 	<ul style="list-style-type: none"> – at least 10 dialogue activities involving exchange and joint projects, with special emphasis on women and youth in at least 10 post-conflict countries

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

<i>Performance indicator</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ STI monitoring at regional and global levels 	<ul style="list-style-type: none"> – UNESCO Science Report – STI indicators (with UIS) refined

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

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

Main line of action 2: Strengthening science education and capacity-building in the sciences

02016

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

02017

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

02018

Engineering and technological innovation are vital in poverty eradication and in emergency and disaster response, mitigation and reconstruction. They are also required as we seek solutions for climate change mitigation and adaptation and the move to a low-carbon emissions future. For engineering to continue to

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

02019

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

Expected results at the end of the biennium

Expected result 5: Science education at various levels strengthened through IBSP, science education policies promoted and quality of science teaching improved, with special focus on Africa and participation of girls and women

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Training in education methodologies and dissemination of teaching and learning materials in the basic sciences 	<ul style="list-style-type: none"> – 2 teaching and learning materials and associated workshops; – 10 advocacy and training workshops for the Global Microscience Project
<ul style="list-style-type: none"> ■ Advocacy for science education policies and dissemination of good practices 	<ul style="list-style-type: none"> – a number of global and regional cooperative activities with networks in science education – 15 countries adopting new science education policies
<ul style="list-style-type: none"> ■ Activities with partners for promoting science and mathematics education, including for civil society 	<ul style="list-style-type: none"> – international travelling exhibition in mathematics to 3 countries – education activities during the International Year of Chemistry (2011)
<ul style="list-style-type: none"> ■ UN common country programming documents with science education components 	<ul style="list-style-type: none"> – 10 countries with science education components in UNDAFs

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Research and training activities in basic sciences for women and young scientists 	<ul style="list-style-type: none"> – number of training activities to promote young scientists – target of 40% for attendance by women
<ul style="list-style-type: none"> ■ Critical mass of scientists to participate in knowledge-based science policy-making 	<ul style="list-style-type: none"> – 6 regional centres and networks assisted to develop research and training activities – 5 scientific career development seminars or workshops – advocacy activities during the International Year of Chemistry (2011)
<ul style="list-style-type: none"> ■ Capacity-building in emerging areas of basic sciences through collaborative activities with range of partners 	<ul style="list-style-type: none"> – 8 collaborative capacity-building and policy advice activities – operational partnerships, including in context of United Nations Country Teams

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Learning and teaching materials and methods, engineering applications and innovation developed 	<ul style="list-style-type: none"> – 3 learning and teaching materials – 5 engineering applications addressing poverty reduction, sustainable development and climate change and associated policy documents – 5 advice and workshop activities – partnerships and operational networks
<ul style="list-style-type: none"> ■ Engineering capacity-building included in United Nations common country programming documents 	<ul style="list-style-type: none"> – 10 UNDAFs

Expected result 8: Member States assisted in policies for renewable and alternative sources of energy and related capacity-building

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ National and regional capacities developed 	<ul style="list-style-type: none"> – number of persons trained – number of training and scientific activities organized – number of learning/teaching tools and standards developed – number of centres of excellence created and supported
<ul style="list-style-type: none"> ■ Policies and best practices for renewable and alternative sources of energy and incorporation into national development plans and United Nations common country programming documents 	<ul style="list-style-type: none"> – number of countries assisted – number of consultations held – number of expert/decision-maker meetings organized (including at ministerial level) – number of UNDAFs incorporating policies for renewable and alternative sources of energy

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

02020

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

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

02021

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

02022

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

02023

The Organization's work on freshwater will address the priorities above via the five thematic areas of IHP-VII: (i) adapting to the impacts of global change on river basins and aquifer systems; (ii) strengthening water governance for sustainability, including shared water resources; (iii) ecohydrology for

sustainability, including risk-based environmental management; (iv) water and life support systems for urban systems, including the protection of water quality for sustainable livelihoods and poverty alleviation; and (v) water education and capacity-building for sustainable development; plus the cross-cutting interdisciplinary actions related to preventing hydrological disasters. Cooperation in these areas will be reinforced with the UNESCO-IHE, the UNESCO-hosted WWAP, and the growing network of water-related international and regional centres established under the auspices of UNESCO. The instrumental involvement of the IHP-National Committees will be continued. Water education activities will be strengthened through reinforced cooperation with the UNESCO-IHE, the UNESCO Chairs on water and external organizations contributing to the UN DESD.

02024

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

02025

Ecological and Earth sciences networks and partnerships of UNESCO will focus their expertise and resources to build capacity for science-based policy formulation and decision-making in the sustainable use and development of land and natural resources. Ecosystem-specific and regional/subregional MAB networks will apply experience from the World Network of Biosphere Reserves to draw lessons to promote sustainable development practices that balance biodiversity conservation, climate change mitigation and adaptation and the well-being of communities. Contributions of ecosystem services to biodiversity conservation and poverty eradication will figure prominently in MAB ecosystem assessments and in demonstration projects in buffer and transition zones of biosphere reserves. Establishment of new partnerships with emerging ecosystem and environmental services financing modalities, e.g. carbon funds, will be explored to encourage use of biosphere reserves as learning spaces and “laboratories” for sustainable development. Periodic review and analyses of results and outcomes in the management of biosphere reserves will be documented and shared widely as a contribution towards the United Nations Decade on Education for Sustainable Development (DESD). This adaptive approach will encourage active stakeholder dialogue at global, national and local levels, including across national borders in transboundary biosphere reserves, with emphasis on conflict resolution through information and knowledge sharing.

02026

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

and sustainable development of terrestrial resources. Satellite-based and remote sensing technologies will be used to monitor the conservation status and pre- and post-disaster status of World Heritage sites and biosphere reserves.

02027

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

02028

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

Expected results at the end of the biennium

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Scientific and policy hydrological research for integrated water resources management in river basins, especially in Africa 	<ul style="list-style-type: none"> – at least 5 thematic areas developed under HELP programme – delivery of HELP initiative to regions through integrated water management workshops – 1 new subregional basin added to FRIEND network – enlargement of sediment transport database, in cooperation with International Sediment Initiative
<ul style="list-style-type: none"> ■ Scientifically sound policy-relevant recommendations on groundwater governance and on adaptation to global change and strengthening of water resources management in arid and semi-arid zones 	<ul style="list-style-type: none"> – international conference on recommendations for shared groundwater resources management – at least four regional workshops in cooperation with category 2 centres and water-related chairs – managed aquifer recharge network launched in at least 5 basins with arid environments

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Case studies, reports and communication links on social, environmental and cultural dimensions of water management and management of water resources across boundaries 	<ul style="list-style-type: none"> – <i>website and water-anthropology network</i> – <i>customized training for integrated water resources management for 5 key basins</i> – <i>2 regional training courses and 4 reports</i>
<ul style="list-style-type: none"> ■ Strategic orientations for integrated urban water management in various settings, including slums, formulated 	<ul style="list-style-type: none"> – <i>transboundary aquifer studies in cooperation with other United Nations system organizations</i> – <i>2 projects on specific urban water topics</i> – <i>international cooperation network operational</i>
<ul style="list-style-type: none"> ■ Comprehensive ecohydrology concept integrated into engineering approaches for water management 	<ul style="list-style-type: none"> – <i>at least 2 transdisciplinary models developed in ecohydrology demo sites</i> – <i>5 new thematic task forces operational and links with 2 regional ecohydrological centres through 3 thematic ecohydrology workshops with water managers</i>
<ul style="list-style-type: none"> ■ Knowledge base on historical and civilization aspects of water interactions, enabling integration into water planning and management 	<ul style="list-style-type: none"> – <i>3 publications of the History of Water and Civilization series</i> – <i>online provision of key information</i>
<ul style="list-style-type: none"> ■ Monitoring and assessment of state of the world's freshwater resources for improved water management policies and governance 	<ul style="list-style-type: none"> – <i>scope and structure for the fourth edition of the World Water Development Report adopted and preparatory work undertaken</i>

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

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Intersectoral freshwater education programme further developed ■ Vocational education and training of water technicians in conjunction with network of category 2 centres ■ Water education for wider communities through e-learning partnerships 	
<ul style="list-style-type: none"> ■ Development of UNESCO Water Portal to reinforce capacities and policy-formulating capabilities 	<ul style="list-style-type: none"> – <i>at least 50 issues of an Internet-based newsletter</i>

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

<i>Performance indicator</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Knowledge networks for UNESCO constituency to build capacity and address science-policy interface for sustainable development, particularly in Africa 	<ul style="list-style-type: none"> – number of ecological and Earth scientists trained in African institutions, such as ERAIFT – number of local and national level science-policy partnerships and knowledge-sharing networks

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

<i>Performance indicator</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Integration of biodiversity conservation, climate change mitigation and adaptation in WNBR and MAB ecosystem initiatives 	<ul style="list-style-type: none"> – number of case studies from biosphere reserves on integration of biodiversity, climate change and human well-being, in particular poverty eradication, issues – number of financially sustainable regional/subregional and thematic MAB, WNBR and ecosystem-based thematic networks sharing knowledge and experience on integration of biodiversity conservation, climate change mitigation and adaptation and human well-being issues in sustainable development

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

<i>Performance indicator</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Geoscience and ecological science applications, including remote sensing and associate ground truthing and GIS technologies drawing on UNESCO-inscribed sites 	<ul style="list-style-type: none"> – number of national space agencies and other institutional partners using UNESCO-inscribed sites as observatories, research, educational sites and awareness-raising on climate change – number of research, training and capacity-building initiatives on geoscience contributions to disaster prevention, climate change mitigation and adaptation – international partnerships on Earth observations such as GEOSS

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

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

Main line of action 4: Improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones

02029

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

02030

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

02031

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

02032

The fourth action will assist Member States, at their request, to develop their capacity to manage their marine and coastal environments. IOC will focus on regional needs through developing national capabilities to translate research results into management approaches and wise practices. In partnership with Member States, these will be demonstrated through pilot projects in target regions where marine spatial planning approaches will be used in conjunction with coastal indicators. The fifth action will provide administrative and operational secretariat support to the intergovernmental work of the IOC, including coordination of its global and regional programmes and offices to optimize IOC participation in common

country programming processes with other United Nations organizations. A secretariat restructuring will ensure that cross-cutting capacity-development activities are coordinated in all IOC operations through appropriate training and education programmes.

■ Expected results at the end of the biennium

Expected result 16: Ocean observing systems and data exchange standards enhanced

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Degree of implementation of the climate module of GOOS 	<ul style="list-style-type: none"> – <i>implementation of climate module of GOOS above 60%</i>
<ul style="list-style-type: none"> ■ Global participation of oceanographic data and information centres in the web-based Ocean Data Portal and OceanDocs data and knowledge systems 	<ul style="list-style-type: none"> – <i>30 data and information nodes by the end of the biennium</i>
<ul style="list-style-type: none"> ■ Publicly accessible knowledge base clearing house on climate change 	<ul style="list-style-type: none"> – <i>clearing house site launched</i>

Expected result 17: Enhanced coordination of research on ocean ecosystems, marine habitats and biodiversity and best practices promoted in the management of marine and coastal ecosystems

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Capacity and coordination to predict and mitigate new global environmental risks for marine biodiversity and ecosystem health 	<ul style="list-style-type: none"> – <i>2 workshops, expert groups and conferences on cutting-edge topics in ocean sciences for a better understanding of the marine ecosystems functioning</i>
<ul style="list-style-type: none"> ■ Coastal research, monitoring and related management through a network of coastal sites 	<ul style="list-style-type: none"> – <i>research network launched and publications</i>
<ul style="list-style-type: none"> ■ First Global Assessment initiated under the Regular Process on the Global Reporting on the State of the Marine Environment 	<ul style="list-style-type: none"> – <i>United Nations General Assembly resolution defining mandate and method of work of first Global Marine Assessment</i>
<ul style="list-style-type: none"> ■ Research results and guidelines applied in policies and management of coastal and marine ecosystems 	<ul style="list-style-type: none"> – <i>at least 3 policy brief scientific guidelines for Member States</i>

Expected result 18: Risks from tsunami and other ocean and coastal-related hazards reduced

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

Expected result 19: Member State requests for policy and capacity development responded to by integrating knowledge and experience available from all relevant IOC programmes

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

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

02101

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

02102

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

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

02103

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

02104

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

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

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

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

Partnerships and networks: UNESCO-IHE's strengths will be reinforced by strong and direct linkages with IHP as well as with other programmes within UNESCO dealing with environment and

sustainable development. To that end, a work plan has been developed and endorsed by the IHP Council. UNESCO-IHE will also continue to provide support to regional knowledge networks and will intensify collaboration with selected organizations in the context of the UNESCO-IHE Global Partnership for Water Education and Research. This global partnership will deliver innovative learning courses, implement joint research and promote creative and innovative learning.

02105

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

02106

Expected results at the end of the biennium

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

<i>Performance indicators</i>
<ul style="list-style-type: none"> ■ Fully accredited 18-month modular M.Sc. programmes in environmental science, water management, municipal water and infrastructure, and water science and engineering ■ Minimum of five M.Sc. specializations offered in cooperation with partner universities ■ Minimum of 15 distance learning courses for water professionals ■ About 400 M.Sc. degrees and 25 Ph.D. degrees awarded ■ About 1,000 mid-career or senior experts trained to upgrade or refresh their knowledge and skills

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

<i>Performance indicators</i>
<ul style="list-style-type: none"> ■ A minimum of 100 Ph.D. fellows registered ■ About 25 Ph.D. theses, with a majority prepared through research in developing countries ■ 400 M.Sc. research papers addressing priority water resource issues in developing countries ■ Over 200 scientific publications in peer-reviewed journals

Capacities of local water-related organizations built and increased

Performance indicators

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

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

Performance indicators

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

Abdus Salam International Centre for Theoretical Physics (ICTP)

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

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

Strategy

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

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

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

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

Expected results at the end of the biennium

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

Performance indicators

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

South-South cooperation and activities in Africa strengthened

Performance indicators

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

Synergies with other organizational units contributing to Major Programme II enhanced

Performance indicator

- Joint activities organized or supported in common scientific areas of interest

MP III

Social and human sciences

Major Programme III

Social and human sciences

SHS 1

Regular Budget							
Activities / Staff	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting	Total 35 C/5 Revised
	\$	\$	\$	\$	\$	\$	\$
Activities ⁽¹⁾	9 687 200	9 687 200	–	9 687 200	(233 100)	217 700	9 671 800
Staff	19 509 700	19 239 000	–	19 239 000	(225 100)	968 400	19 982 300
Total, Major Programme III	29 196 900	28 926 200	–	28 926 200	(458 200)	1 186 100	29 654 100

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” under Technical Note and Annexes.

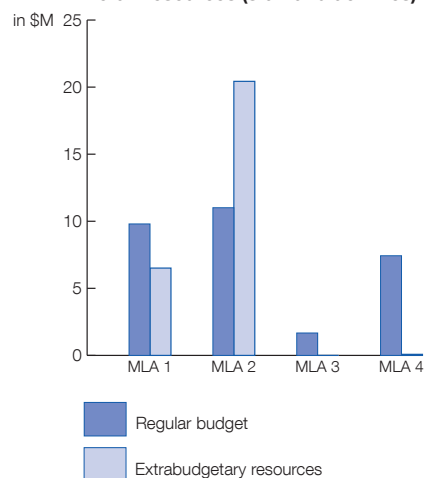
Main Line of Action	Regular Budget		TOTAL 35 C/5 Revised	Extrabudgetary Resources ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Promoting human rights in UNESCO’s domains and fostering dialogue on emerging social issues	3 414 800	6 294 600	9 709 400	6 513 400
MLA 2 Strengthening research-policy linkages for the management of social transformations	3 026 500	7 884 400	10 910 900	20 431 200
MLA 3 Promoting policies on physical education, sports and anti-doping	590 800	1 070 200	1 661 000	–
MLA 4 Assisting Member States in developing policies in the ethics of science and technology, especially bioethics	2 639 700	4 733 100	7 372 800	80 100
Total, Major Programme III	9 671 800	19 982 300	29 654 100	27 024 700

(1) Including HQs indirect programme costs for an amount of \$195,300.

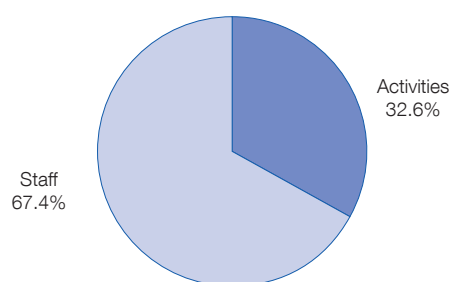
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of Resources

Total Resources (staff and activities)



Regular Budget



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

The table below shows the proposed decentralization of funds for regular programme (activities and staff costs).

Concerning the activities budget, it is proposed to increase the decentralization from 46.8% in 34 C/5 to 47.9% in 35 C/5 Revised. Compared to 34 C/5, all implementing regions maintain similar percentage weight vs. the total activities budget of the Sector. Africa increases its weight and remains the main decentralized region with 14.8%, followed by Arab States (10.8%), Latin America and the Caribbean (9.2%), Asia and the Pacific (8.8%) and Europe and North America (4.4%).

In sum, the Field will benefit from an overall increase of resources (activities and staff costs) by some \$570K (5.7% increase).

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.

Implementing Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	Activities	Staff	Total	Activities	Staff	Total
	\$	\$	\$	\$	\$	\$
Africa	1 395 300	1 453 100	2 848 400	1 429 300	1 243 500	2 672 800
Arab States	1 025 500	812 900	1 838 400	1 045 200	895 300	1 940 500
Asia and the Pacific	833 200	1 920 500	2 753 700	854 700	2 113 700	2 968 400
Europe and North America	380 000	122 200	502 200	422 600	132 900	555 500
Latin America and the Caribbean	901 800	1 090 300	1 992 100	885 600	1 479 300	2 364 900
Total, Field	4 535 800	5 399 000	9 934 800	4 637 400	5 864 700	10 502 100
Headquarters	5 151 400	13 840 000	18 991 400	5 034 400	14 117 600	19 152 000
TOTAL (Headquarters + Field)	9 687 200	19 239 000	28 926 200	9 671 800	19 982 300	29 654 100

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

The table below shows the proposed distribution of established regular budget posts by region. Overall, MP III benefits from 85 established regular budget posts.

As compared to 34 C/5, the Sector proposes to decrease its total number of posts by one post at Headquarters while maintaining the same programme delivery capacity through streamlining its staffing.

Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Africa	7	–	7	6	–	6
Arab States	3	–	3	3	–	3
Asia and the Pacific	7	–	7	7	–	7
Europe and North America	1	–	1	1	–	1
Latin America and the Caribbean	4	–	4	5	–	5
Total, Field	22	–	22	22	–	22
Headquarters	39	25	64	40	23	63
TOTAL Posts funded from regular budget	61	25	86	62	23	85
TOTAL Posts funded from PSC income	3	–	3	2	–	2
GRAND TOTAL (Regular budget + PSC income)	64	25	89	64	23	87

Major Programme III

Social and human sciences

03001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:

Responding to critical global social challenges.

Biennial sectoral priority 2:

Addressing emerging global ethical issues.

Internationally agreed development goals and commitments

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

United Nations Millennium Declaration.

2005 World Summit Outcome Document.

International Convention against Doping in Sport (2005).

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

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

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

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

03002

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

03003

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

03004

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

03005

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

03006

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

03007

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

Global priority Africa

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

Expected results at the end of the biennium

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

Performance indicators

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

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

Performance indicators

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

03009

Global priority gender equality

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

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

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

■ Expected results at the end of the biennium

Gender-specific information included in all policy briefs

Performance indicator

- Number of reports and policy briefs with appropriate attention to gender issues

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

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

Evidence-based policies developed supporting women’s empowerment and women’s full participation in society, especially in developing countries*Performance indicators*

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

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

- Gender equality issues addressed in the reports produced by COMEST and IBC

Biennial sectoral priority 1: Responding to critical global social challenges**Main line of action 1: Promoting human rights in UNESCO’s fields of competence and fostering dialogue on emerging social issues****03010**

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

Culture of Human Rights and the UNESCO/Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence.

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

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

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

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

03015 The implementation of UNESCO's Intersectoral Strategy on Philosophy will be pursued through its three pillars: philosophical dialogue including the women philosophers' network, philosophy teaching and promotion of philosophical thought and research through the World Philosophy Day. Emphasis will be put on reinforcing the contribution of philosophy to the promotion of a culture of peace, new social policies, conflict prevention and the struggle against all forms of violence. International philosophical dialogues will focus on important contemporary issues, with foresight and gender perspectives, relating

to the promotion of democracy and human rights through cooperation with key partners, particularly the International Council for Philosophy and Humanistic Studies (ICPHS) and the journal *Diogenes*.

Expected results at the end of the biennium

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

Performance indicators

- Number and relevance of research projects on human rights within UNESCO's fields of competence, including on the fight against racism, racial discrimination, xenophobia and intolerance and on gender equality issues
- Number and relevance of research policy papers for policy-makers at municipal, national and regional levels
- Number and relevance of restitution dialogues with researchers and decision-makers
- Number and impact of publications on research findings
- Visibility generated by the UNESCO/Bilbao Prize for the Promotion of a Culture of Human Rights and the UNESCO/Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence
- Number of national poverty reduction strategies supported
- Number and quality of work of networks of stakeholders from the public, private and research communities
- Number of municipalities engaged in the implementation of the regional Coalitions' ten-point action plans and quality of reports received

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

Performance indicators

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

<i>Performance indicator</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Visibility generated by World Philosophy Day and UNESCO Prize for Peace Education 	<ul style="list-style-type: none"> – 1 international meeting on the teaching of philosophy – one co-publication with CIPSH on research in the field of philosophy – 2 international celebrations of World Philosophy Day – award ceremony for UNESCO Prize for Peace Education

Main line of action 2: Strengthening research-policy linkages for the management of social transformations

03016

The intergovernmental Management of Social Transformations (MOST) Programme will continue to enhance the research-policy linkages in the field of social transformations, internationally, regionally and nationally, with a view to providing science-based policy responses to the likely social impact of the evolving financial and economic crisis. In coordination with the MOST Intergovernmental Council and the Scientific Advisory Committee, work will concentrate on reviewing research-policy linkage experiences as a study subject and on specific regional themes. In order to create spaces of dialogue between policy-makers and the research community, emphasis will be put on the building of MOST National Committees and the involvement of UNESCO chairs and regional research networks. Regional and subregional fora of ministers in charge of social development will be organized in order to promote the sharing of experience and the development of coherent policy approaches to address adequately the social impact of the crisis. They gradually will transform into regional fora on social development, involving ministers, researchers and community associations. Evidence-based policy-making will be further enhanced through the MOST online tool that allows for comparison of policy-relevant research results from worldwide sources. Country reviews of research systems undertaken jointly with the Natural Sciences Sector will seek to enhance research capacity by building on the work of the intersectoral platform on strengthening of national research systems. Under the framework agreement 2008-2013, the International Social Science Council will contribute to achieving the objectives of the MOST Programme. The ongoing cooperation with the United Nations system will in particular focus on the United Nations Regional Economic Commissions, UNRISD and UN-DESA and on the follow-up to major relevant United Nations conferences in the area of social development.

03017

Research policy dialogues and the targeted dissemination of research results relating to regional integration policies on social transformations will build on research supported by UNESCO in West Africa and East Africa. Cooperation with the United Nations University's Centre on Regional Integration Studies (UNU-CRIS) and relevant regional and subregional organizations will pay specific attention to such frameworks for social development. In cooperation with ECOWAS, ECOBANK and WAEMU, support and guidance will be provided to the West Africa Institute in its first years of operation.

03018

Social science knowledge will be used to contribute to better understanding and management of social transformations in SIDS. In the framework of the Mauritius Plan of Action, research will be carried out with the Natural Sciences Sector drawing on South-South cooperation between the Caribbean, the Pacific, the African and Indian Ocean Island States in order to identify good practices and improve policies for coastal management and with special reference to women and youth. The emerging challenges of migrations and urbanization will be addressed, also taking into account the impact of climate change and the fallout of the current crisis.

03019

Among the global social challenges, international migration is likely to be affected by the economic crisis with possible outbursts of xenophobia, reduction in remittances and difficulties in social integration. UNESCO, as a member of the Global Migration Group that brings together the intergovernmental organizations concerned with migration, contributes by focusing on the human rights of migrants. Through the creation of ad hoc research networks and of innovative spaces enabling exchanges between researchers and policy-makers, UNESCO will in particular engage in the study of the integration of migrants and the protection of their rights in the societies where they settle, and the introduction of free movement agreements within regional integration zones, as well as the impact of climate change and environmental trends on migration, in cooperation with the Natural Sciences Sector and in alliance with the International Organization for Migration (IOM) and other international agencies. In cooperation with UN-HABITAT and UNESCO Chairs special emphasis will be put on the major urban challenges linked to the inclusion of migrants in cities within the framework of the joint UNESCO/UN-HABITAT project “Urban policies and the right to the city: rights, responsibilities and citizenship” to enhance inclusiveness, social cohesion and democracy at local level. Activities on “Education for sustainable urban development” and “Urban policies and citizenship” to prevent and mitigate urban conflicts will be continued in cooperation with other major programmes of UNESCO. Dissemination of good practice will take place at the World Urban Forum (Rio de Janeiro 2010), and the World Exhibition 2010 to be held in Shanghai devoted to the theme “Better Cities, Better Lives”.

03020

The promotion of dialogue between policy-makers, researchers and youth organizations will be at the heart of the work in the field of youth, with particular focus on empowering young women and men in order to enable them to fully participate in policy responses to the economic crisis. In this regard, emphasis will be put on research, dialogue, exchange of best practices and capacity-building measures in order to assist Member States in developing effective youth policies. In cooperation with organizations of the United Nations system, IGOs, researchers, youth organizations and networks, emerging challenges such as social cohesion, intercultural dialogue and youth violence will be addressed.

Expected results at the end of the biennium

Expected Result 3: Member States assisted in the development of policies in fields related to social transformations, such as regional integration, migration, SIDS, urban development and youth

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number and impact of initiatives allowing for dialogue and cooperation among various stakeholders 	<ul style="list-style-type: none"> – participants from each stakeholder group in ministerial fora – 2 new subregional fora and/or interregional fora – 2 mechanisms enabling dialogue and cooperation among stakeholders in policy and programme development related to youth – 3 conferences, fora or seminars allowing dialogue among the stakeholders involved in policy and programme development related to youth organized
<ul style="list-style-type: none"> ■ Number and impact of capacity-building initiatives enabling different stakeholders to contribute to policy and programme development processes in priority areas 	<ul style="list-style-type: none"> – 2 capacity-building seminars or sessions for policy and programme development relating to youth

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of policy briefs and policy-oriented publications 	<ul style="list-style-type: none"> – <i>at least one major publication in each thematic field</i> – <i>5 thematic collections integrated into MOST online policy-research tool</i> – <i>2 policy briefs or policy-oriented publications on youth-related issues</i>
<ul style="list-style-type: none"> ■ Number of national consultations to validate research for policy-making 	<ul style="list-style-type: none"> – <i>at least one major consultation in each thematic field</i>
<ul style="list-style-type: none"> ■ Inter-agency cooperation on regional/subregional social policy frameworks 	<ul style="list-style-type: none"> – <i>joint policy-brief production in MOST online policy-research tool</i>

Main line of action 3: Promoting policies on physical education, sports and anti-doping

03021

In accordance with its mandate related to the International Convention against Doping in Sport (2005), which has more than 100 States Parties, UNESCO's action in this area will focus on the implementation and monitoring of the Convention, technical assistance and policy advice, as well as financial assistance to States Parties, with priority given to LDCs and SIDS, from the Fund for the Elimination of Doping in Sport for the implementation of effective anti-doping programmes. Moreover, in cooperation with the Intergovernmental Committee on Physical Education and Sport (CIGEPS), IGOs, NGOs, sports federations and the private sector, UNESCO will promote research on sport and physical education policies with a view to contributing to governmental policies and to the United Nations system-wide efforts on sport as a tool for development, the achievement of EFA goals and for peace.

Expected results at the end of the biennium

Expected Result 4: Member States assisted in the development of policies for physical education and sports and in the implementation of the International Convention against Doping in Sport

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number and impact of initiatives allowing for dialogue and cooperation among various stakeholders 	<ul style="list-style-type: none"> – <i>2 meetings or seminars organized with stakeholders in sports and physical education</i>
<ul style="list-style-type: none"> ■ Number of policy briefs and policy oriented publications 	<ul style="list-style-type: none"> – <i>2 policy briefs on sports and physical education</i>
<ul style="list-style-type: none"> ■ Number of States Parties to the International Convention against Doping in Sport and projects approved under the Fund for the Elimination of Doping in Sport 	<ul style="list-style-type: none"> – <i>150 States Parties to the International Convention and 25 projects approved. (Baseline: 100 States Parties at the end of 2008)</i>

Biennial sectoral priority 2: Addressing emerging global ethical issues

03022

With the pivotal assistance of the International Bioethics Committee (IBC), the Intergovernmental Bioethics Committee (IGBC) and the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), and in cooperation between Major Programmes II and III, UNESCO will seek to create a better understanding of and responses to the major ethical issues raised by science and technology, and support analysis and discussion of new major ethical challenges internationally, regionally and nationally. The coordination and synergy of activities of United Nations system organizations and other intergovernmental organizations as well as programmes in the area of bioethics will also be strengthened through the United Nations Interagency Committee on Bioethics.

03023

UNESCO will pursue and intensify its efforts to disseminate and promote the principles set out in the declarations in the field of bioethics (the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data and the Universal Declaration on Bioethics and Human Rights), with the assistance and support of IBC and IGBC; to assist in the application of the principles, through its three main capacity-building projects: the Global Ethics Observatory (GEObs); the Ethics Education Programme (EEP) and the Assisting Bioethics Committees (ABC) project; and to elaborate the principles so as to establish practices and tools to facilitate the growth and use of science and technology respecting human dignity and human rights.

03024

In other ethical areas relating to scientific and technological development, the Social and Human Sciences and the Natural Sciences Sectors will promote discussion on the available normative framework (the 1974 Recommendation on the Status of Scientific Researchers and the 1999 Declaration on Science and the Use of Scientific Knowledge) with a view to assisting Member States in monitoring implementation, supporting appropriate development of codes of conduct and other mechanisms by scientific associations and other stakeholders, and gradually developing, through the work of COMEST, an overarching framework for an ethical approach to scientific activity. Considerations of existing normative frameworks will also focus on the challenges to them deriving from new ethical concerns and from the internal dynamic of scientific and technological development.

03025

A new effort will be undertaken in the area of awareness-raising by fostering an active and informed involvement of society at large and stimulating democratic debates about the ethical implications of scientific and technological developments and the link between ethics and governance.

03026

Within the work of the intersectoral platform on climate change, the Ethics of Science and Technology Programme will endeavour to ensure that relevant ethical concerns are taken into account throughout UNESCO's response. The programme will contribute to strengthening the scientific knowledge base by emphasizing the responsibility of scientists to contribute to the good of humankind as a whole, as a corollary of the human right to enjoy the benefits of scientific progress, with the attendant implications for exchange of scientific data and models and research priorities and with particular reference to vulnerable regions and populations. The programme will also contribute to policy support for adaptation strategies by facilitating development of assessment criteria that reflect specific patterns of socio-environmental vulnerability as well as the autonomy and relevant knowledge of local communities.

Main line of action 4: Assisting Member States in developing policies in the ethics of science and technology, especially bioethics

Expected results at the end of the biennium

Expected Result 5: Policy advice provided and bioethics programmes strengthened

Performance indicators

- Number of statutory activities of IBC and IGBC held and policy documents produced relating to the application of the principles of the UNESCO Declarations
- Number of activities organized and impact monitored to promote the principles of the UNESCO Declaration in different regions
- Number of activities organized and impact monitored in different regions to stimulate public debate and raise awareness of decision-makers

Expected Result 6: Ethics infrastructures in Member States developed and reinforced

Performance indicators

- Number of national bioethics committees set up and with enhanced performance
- Number of entries in GEObs
- Number of ethics teaching programmes in universities

Expected Result 7: Overarching framework for an ethical approach to the use of science and technology and other scientific activities that respects human dignity and human rights further developed

Performance indicators

- Number of meetings and debates of COMEST and policy documents
- Quality of assistance given to Member States in monitoring development and implementation of codes of conduct for an ethical approach to scientific activity

MP IV

Culture

Major Programme IV

Culture

CLT 1

Regular Budget							
Activities / Staff	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting	Total 35 C/5 Revised
	\$	\$	\$	\$	\$	\$	\$
Activities ⁽¹⁾	17 220 900	17 220 900	(200 000)	17 020 900	(271 700)	451 800	17 201 000
Staff	34 161 700	33 754 500	326 900	34 081 400	618 200	1 849 100	36 548 700
Total, Major Programme IV	51 382 600	50 975 400	126 900	51 102 300	346 500	2 300 900	53 749 700

For detailed definition of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)" under Technical Note and Annexes.

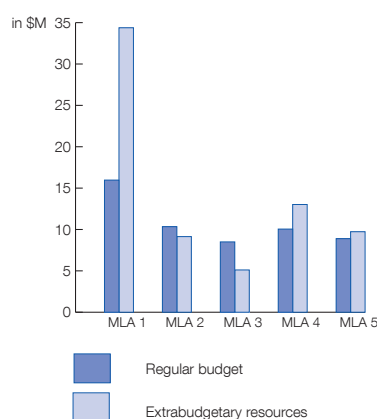
Main Line of Action	Regular Budget		TOTAL 35 C/5 Revised	Extrabudgetary Resources ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Protecting and conserving immovable, cultural and natural properties in particular through the effective implementation of the World Heritage Convention	4 573 200	11 400 300	15 973 500	34 376 700
MLA 2 Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention	3 841 200	6 496 800	10 338 000	9 142 400
MLA 3 Enhancing the protection of cultural objects and the fight against their illicit traffic, notably through the promotion and the implementation of the 1970 and 2001 Conventions, as well as the development of museums	2 789 100	5 713 000	8 502 100	5 110 300
MLA 4 Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and the development of cultural and creative industries	3 512 000	6 538 700	10 050 700	13 018 300
MLA 5 Integrating intercultural dialogue and cultural diversity into national policies	2 485 500	6 399 900	8 885 400	9 729 000
Total, Major Programme IV	17 201 000	36 548 700	53 749 700	71 376 700

(1) Including HQs indirect programme costs for an amount of \$202,000 (of which \$53,700 for WHC).

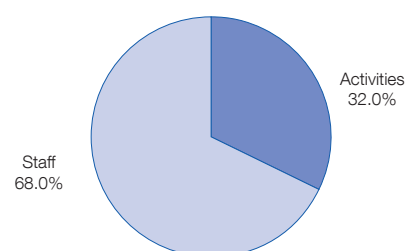
(2) Funds already received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Distribution of Resources

Total Resources (staff and activities)



Regular Budget



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

The table below shows the proposed decentralization of funds for regular programme (activities and staff costs). The rate of decentralization proposed in the 35 C/5 Revised for MP IV (including WHC) remains at the same level as in the 34 C/5 with 34% of the total regular budget funds decentralized. In the 2010-2011 biennium, emphasis is put on the Africa region as the main decentralized region with some 29% of MP IV decentralized resources.

It may be noted that 4% of the activities budget has been retained at Headquarters under post-conflict and "Delivering as One"; these funds will also be decentralized according to requests and needs during the execution of the 35 C/5, thus further increasing the total funds decentralized under MP IV to benefit regions. 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.

Implementing Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	Activities	Staff	Total	Activities	Staff	Total
	\$	\$	\$	\$	\$	\$
Africa	2 238 200	2 448 300	4 686 500	2 443 600	2 831 400	5 275 000
Arab States	1 526 600	1 195 100	2 721 700	1 309 000	1 456 800	2 765 800
Asia and the Pacific	1 907 200	2 581 200	4 488 400	1 871 800	2 839 300	4 711 100
Europe and North America	559 000	1 441 400	2 000 400	499 400	1 317 400	1 816 800
Latin America and the Caribbean	1 514 900	1 898 200	3 413 100	1 511 300	2 141 700	3 653 000
Total, Field	7 745 900	9 564 200	17 310 100	7 635 100	10 586 600	18 221 700
Headquarters	9 275 000	24 517 200	33 792 200	9 565 900	25 962 100	35 528 000
TOTAL (Headquarters + Field)	17 020 900	34 081 400	51 102 300	17 201 000	36 548 700	53 749 700

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

The table below shows the proposed distribution of established posts funded from regular budget by region. Compared to 34 C/5 Approved as adjusted, MP IV remains at the same level in 35 C/5 Revised with a total of 164 established posts (of which 36 posts for WHC) funded from the Regular Budget. As a result of thorough efforts in streamlining its staffing, the Sector will accommodate a P-3 post in 35 C/5 Revised for the reinforcement of the 2001 Convention.

Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Africa	12	–	12	12	–	12
Arab States	5	–	5	5	–	5
Asia and the Pacific	13	–	13	13	–	13
Europe and North America	4	1	5	4	1	5
Latin America and the Caribbean	9	–	9	9	–	9
Total, Field	43	1	44	43	1	44
Headquarters	72	48	120	72	48	120
TOTAL Posts funded from Regular budget	115	49	164	115	49	164
TOTAL Posts funded from PSC income	9	–	9	10	–	10
GRAND TOTAL (Regular budget + PSC income)	124	49	173	125	49	174

Major Programme IV

Culture

04001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:

Protecting, safeguarding and managing the tangible and intangible heritage.

Biennial sectoral priority 2:

Promoting the diversity of cultural expressions and the dialogue of cultures with a view to fostering a culture of peace.

Internationally agreed development goals and commitments

Millennium Development Goals (MDGs), in particular MDG 1, contained in the Millennium Declaration (2000) and the World Summit Outcome Document (2005), in particular paragraph 14 “acknowledging [...] the diversity throughout the world” and that “all cultures and civilizations contribute to the enrichment of humankind”.

Reinforcing the protection and promotion of cultural diversity in all its forms as encapsulated in:

- Convention concerning the Protection of the World Cultural and Natural Heritage (1972);
- Convention for the Safeguarding of the Intangible Cultural Heritage (2003);
- Convention for the Protection and Promotion of the Diversity of Cultural Expressions (2005);
- Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954) and its two Protocols (1954 and 1999);
- Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Cultural Property (1970);
- Convention on the Protection of the Underwater Cultural Heritage (2001);
- UNESCO Universal Declaration on Cultural Diversity (2001);
- UNESCO Declaration concerning the Intentional Destruction of Cultural Heritage (2003).

Reaffirming the intrinsic linkages between culture and sustainable development:

- Action Plan of the Stockholm Conference on Cultural Policies for Development (1998);
- International Implementation Scheme for the United Nations Decade on Education for Sustainable Development (2005-2014);
- International Decade of the World’s Indigenous Peoples (2005-2014).

United Nations Global Agenda for Dialogue among Civilizations (2001)

UNESCO Framework of Cultural Statistics (October 2009).

04002

Action will be continued under Major Programme IV to promote cultural diversity to achieve the three strategic programme objectives contained in the Medium-Term Strategy for 2008-2013 (34 C/4). In pursuing this goal, activities will be organized around two biennial priorities and programme concentration efforts will be strengthened, in particular by reducing the number of main lines of action (five instead of six in document 34 C/5). All Main Lines of Action (MLAs) of MP IV, outlined below, will be directed towards mainstreaming culture and development throughout the various components of the Programme, from world heritage to intangible and movable cultural heritage, and from heritage to cultural industries and crafts.

04003

Under the first biennial sectoral priority “Protecting, safeguarding and managing the tangible and intangible heritage”, the strategy and action will aim at highlighting the role of heritage to help achieve concurrently sustainable development and social cohesion. Efforts will be pursued through the protection and/or conservation of heritage in all its forms – tangible and intangible, cultural and natural, movable and immovable. In light of the budgetary constraints and the request for increased coherence among the responsibilities between field offices and Headquarters, as well as the concomitant obligation to implement the normative instruments enshrined in UNESCO’s Conventions, Headquarters will concentrate on discharging statutory functions of respective governing bodies of the Conventions, while field offices will deploy efforts towards policy development, capacity-building and benchmarking functions.

04004

The second biennial sectoral priority “Promoting the diversity of cultural expressions and the dialogue of cultures with a view to fostering a culture of peace” will focus on mainstreaming the principles of cultural diversity and intercultural dialogue into national development policies as indispensable conditions for social cohesion, development and peace. Efforts to integrate culture into national development strategies will be reinforced and expanded, notably through joint programming exercises and modalities in the context of United Nations Country Teams (UNCTs).

04005

Two major challenges will be faced by the Culture Sector during the biennium. The first concerns the increasing imbalance between its regular programme resources and extrabudgetary funding. In this context, the latter has considerably and laudably increased over the past years to support in particular the integration of the cultural dimension into development policies and strategies at the national level and into UNCT joint programming exercises. Yet, it is necessary to point out that so far an insufficient amount of extrabudgetary resources is being received for UNESCO’s Conventions, the operationalization of which rests entirely on the voluntary good will of individual State Parties that have adopted and ratified these Conventions. If the International Assistance Funds related to the 1972, 2003 and 2005 Conventions will not receive adequate voluntary contributions, their concomitant implementation – one of the key priorities for the biennium –, especially their effective functioning at the grass-roots level, will be jeopardized. The second challenge will concern action at country level, especially in the context of joint country programming exercises of UNCTs, which will essentially focus on policy-related advocacy for the implementation of the Culture Conventions and the integration of the cultural dimension into national development policies. Considerable efforts have been deployed in past biennia to promote the integration of culture into national and international development frameworks, notably by allocating additional financial and human support to select countries engaged in joint programming exercises and devising operational tools for this purpose. The challenge ahead is to build upon these efforts during the implementation phase at country level with a rapidly growing number of countries engaged in the preparation of UNDAFs during the biennium.

04006

With regard to post-conflict and post-natural disaster countries, the action will build upon cultural factors in reconciliation and reconstruction processes in the context of initiatives launched and managed by the United Nations. Drawing on its set of cultural normative instruments, UNESCO will continue to focus operational interventions primarily on (i) damage assessments to be followed by (ii) operational

rehabilitation, safeguarding and conservation actions, including their monitoring. In addition, efforts will be strengthened to bring and foster an integrated vision which recognizes cultural heritage both as vitally important in its own right and as a vector of national dialogue, reconciliation and social cohesion. In this context, the role of women as key actors of intercultural dialogue within conflict resolution and reconciliation mechanisms will be further promoted. All action will aim to further strengthen the intersectoral platform on post-conflict and post-disaster situations.

Global priority Africa

With respect to global priority Africa, special assistance will be provided to the continent to enhance the implementation of the Conventions in the field of culture, notably the 1972, 2003 and 2005 Conventions. Emphasis will be placed on a selected number of subregional priority areas with a view to increasing impact and visibility. Particular attention will be paid to the promotion of languages and multilingualism. In the field of cultural and creative industries, policy advice and capacity-building will be strengthened to foster the emergence of local, viable markets and to enhance access to international networks, notably in the music, craft and textile industry sectors. As regards intercultural dialogue and social cohesion, renewed efforts will be deployed to respond to the needs of the continent so as to keep alive its collective memory as regards the colonial past and the independence movement through the revitalization of the Slave Route project and the pursuit of the African Liberation Heritage programme. A specific strategy is also envisaged for African post-conflict countries, addressing, in particular, the question of illicit trafficking and looting of cultural property, the rehabilitation of destroyed natural and cultural sites and dialogue for reconciliation and peace. Efforts will also be directed towards strengthening the sociocultural approach to HIV/AIDS prevention and care by the local communities, notably in the framework of United Nations joint programmes.

Renewed efforts towards regional integration will also be made to strengthen the cooperation and strategic partnerships between UNESCO and African regional and subregional organizations. This focuses, in particular, on the African Union and its NEPAD through the newly established AU Sub-Cluster on Culture and Sports in the framework of the Regional Consultation Mechanism of United Nations system organizations. It also involves the annual technical cooperation planning meetings on culture with the Southern African Development Community (SADC).

Expected results at the end of the biennium

1. New challenges of cultural diversity and intercultural dialogue addressed in cultural policies in Africa, in collaboration with the African Union

2. Culture mainstreamed in national development policies in Africa, notably through common country programming exercises in the context of UNCTs

3. Knowledge on Africa and on the tragedy of the slave trade reinforced

4. Promotion of African languages through publishing and translation

5. Promotion of African regional integration through the staging of cultural events

6. Strengthening of local African music and crafts markets

Global priority gender equality

The mainstreaming of gender equality in cultural heritage policies will focus on aspects that relate to capacity-building and economic development. Education and training in conservation and management of cultural, natural and intangible heritage will also contribute towards women's political and social empowerment. Action in the field of creative industries will heighten the socio-economic impact of small craft enterprises giving priority to women craftworkers and support will be provided to women as principal bearers of intangible cultural heritage; hence, crucial actors of the transmission of knowledge and know-how. UNESCO will also continue its cooperation with women's associations involved in dialogue, especially interreligious dialogue, for conflict-resolution and reconciliation in Africa, drawing on the results and recommendations of seminars and training courses for trainers (TOT) held during the previous biennium. Moreover, the development of culturally appropriate and gender-responsive policies and actions at the country level in HIV/AIDS prevention and care as well as in maternal health will be pursued, in particular in the framework of the "Delivering as One" approach at the country level.

■ Expected results at the end of the biennium

1. Women's active and visible participation in cultural and creative industries increased

2. States Parties to the 1972 Convention encouraged to increase women's active participation in World Heritage Committees and related management and conservation initiatives for World Heritage

3. Gender equality integrated into the development and implementation of capacity-building activities for museums

4. Opportunities increased for women to gain managerial experience in museums

5. Understanding among UNESCO stakeholders of the gender dimensions of intangible cultural heritage improved

Biennial sectoral priority 1 – Protecting, safeguarding and managing the tangible and intangible heritage

04007

As in the preceding biennium and with a view to pursuing the Strategic Programme Objective of document 34 C/4 “Sustainably protecting and enhancing cultural heritage”, during the 2010-2011 biennium, emphasis will be placed on the following:

Main line of action 1: Protecting and conserving immovable, cultural and natural properties in particular through the effective implementation of the World Heritage Convention

04008

The World Heritage Centre will continue to implement the key priorities adopted by the World Heritage Committee and the General Assembly of States Parties to address global strategic issues, key challenges, trends and opportunities facing the World Heritage Convention, notably by focusing on the importance of conservation, management and monitoring of World Heritage so as to contribute to its sustainable development. The effective implementation of the Convention will be undertaken in cooperation with the States Parties, the Advisory Bodies, UNESCO public and private partners and within the framework of the five “C” strategic objectives: credibility, conservation, capacity-building, communication (including awareness-raising) and communities.

04009

The sites on the World Heritage in Danger List and sites in post-conflict and post-disaster countries will receive priority attention. With a view to increasing awareness on heritage protection and conservation, the World Heritage Centre will continue to integrate the Convention processes into its information and knowledge management system and will expand the sharing of information with public and private partners. It will also enlarge its partnership with civil society organizations, including the private sector, in order to support the implementation of the Convention.

04010

Special attention will be paid to heritage conservation and capacity-building in Africa, in close cooperation with the African World Heritage Fund. Gender equality will be promoted through the development of technical and managerial skills of both men and women at the national level in order to safeguard and enhance cultural and natural sites. Particular attention will be given to promoting and implementing the Convention in SIDS and LDCs, with a view to improving the representation of sites on the World Heritage List, the management of existing sites and the capacity-building of site management agencies and staff.

04011

Complex global issues such as climate change and its impact on World Heritage properties, natural disasters, tourism development and urbanization will be addressed through a multidisciplinary and intersectoral approach, especially through the two intersectoral platforms on climate change and SIDS. Special attention will be given to support local communities in managing sustainable tourism initiatives in cultural and natural sites, as part of the overall contribution to sustainable development.

■ Expected results at the end of the biennium

Expected result 1: Implementation of the World Heritage Convention strengthened through the effective functioning of its governing bodies

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Effective support provided to the World Heritage Committee and General Assembly of States Parties 	<ul style="list-style-type: none"> – 2 ordinary Committee sessions, one General Assembly session; production and dispatch of documents within statutory deadlines; timely follow-up actions taken on decisions
<ul style="list-style-type: none"> ■ World Heritage Convention ratified by the remaining UNESCO Member States (7) 	<ul style="list-style-type: none"> – 2 countries
<ul style="list-style-type: none"> ■ Increase in the number of nominations from under-represented countries, regions or categories 	<ul style="list-style-type: none"> – 5 successful nominations from under-represented countries, regions or categories
<ul style="list-style-type: none"> ■ Increase in the number of new or revised Tentative Lists 	<ul style="list-style-type: none"> – 10 States Parties prepare and submit first Tentative List; 20 States Parties revise Tentative List

Expected result 2: World Heritage properties more effectively protected against new global challenges and threats

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Activities undertaken to mitigate the effects of climate change, unsustainable tourism and urban pressure at World Heritage sites 	<ul style="list-style-type: none"> – 5 workshops or projects implemented, including 3 involving local communities and women
<ul style="list-style-type: none"> ■ Increased number of women participating in workshops 	<ul style="list-style-type: none"> – at least 30% of women at workshops

Expected result 3: Conservation for sustainable development strengthened, notably through capacity-building and training activities

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Operational conservation projects implemented for properties on the Danger List 	<ul style="list-style-type: none"> – 4 conservation projects
<ul style="list-style-type: none"> ■ Successful implementation of corrective measures leading to the removal of properties from the Danger List 	<ul style="list-style-type: none"> – removal of 4 properties from the Danger List
<ul style="list-style-type: none"> ■ Operational conservation projects implemented to demonstrate the link between culture and development 	<ul style="list-style-type: none"> – 2 projects on conservation and sustainable development
<ul style="list-style-type: none"> ■ Operational conservation projects implemented especially in Africa, in countries in post-conflict or post-disaster situations, in SIDS and LDCs 	<ul style="list-style-type: none"> – 6 conservation projects
<ul style="list-style-type: none"> ■ Meetings of the International Coordination Committees (ICCs) and related technical experts meetings held 	<ul style="list-style-type: none"> – at least 5 ICCs and 4 related experts meetings organized (depending on security situation)

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ States Parties officials, site managers and other stakeholders trained 	– <i>at least 300 people trained</i>

Expected result 4: World Heritage education, communication and knowledge management tools developed and network of partners expanded

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Integrated and comprehensive information and knowledge management system further developed 	– <i>5 new partners (intergovernmental, private or United Nations agencies) for data exchange; number of visitors on WHC website increased by 20%</i>
<ul style="list-style-type: none"> ■ Promotional, educational and awareness-raising activities undertaken 	– <i>6 activities, including 3 in Africa and SIDS</i>
<ul style="list-style-type: none"> ■ New partnerships established with public or private sector 	– <i>6 new partnerships</i>

Main line of action 2: Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention

04012

The rapid and constant ratification of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage demonstrates the importance that all the Member States give to the promotion and safeguarding of the intangible cultural heritage. The intangible heritage, which is a profound expression of the identity of individual peoples, is at the heart of numerous issues in this age of globalization. The knowledge and practices conveyed by this heritage with respect to nature, modes of subsistence, and social and economic relationships, constitute a key factor for sustainable development.

04013

The challenge set by the biennium will be to ensure the effective functioning of the Convention's statutory bodies and the expansion of the Urgent Safeguarding List and the Representative List as well as the register of programmes, projects and activities, in keeping with the Operational Directives. The coordination of the consultative process will continue, in the same way as the requests for assistance made under the Intangible Cultural Heritage Fund, with particular attention being given to developing countries, notably in Africa, throughout all the stages of its work.

04014

While the promotion of the Convention and its ratification remain a priority, the assistance given to States Parties in the form of policy advice and capacity-building, especially as concerns the identification of the immaterial cultural heritage and the role of women in this area, will also be key priorities, in order that the principles of the Convention can be put into effect at the national, and notably the legislative, level. There will be continued cooperation with all the Member States in order to promote all possible identification and safeguarding measures. The collection, analysis and dissemination of good practices will continue to be the main focuses of action in this regard. In this context special emphasis will be put on endangered languages, taking into account the role they play in transmitting the intangible heritage and their importance for cultural diversity.

Large-scale communication actions should also be undertaken through suitable partnerships and aimed at young people in particular. The complementary relationships that exist between the intangible heritage and the other forms of heritage should also be clarified. Emphasis should also be put on intersectoral action in order to reach young people through the formal and informal education systems, and the new communication media. Cooperation will also be instituted with the natural sciences.

Expected results at the end of the biennium

Expected result 5: Implementation of the Convention ensured through the effective functioning of its governing bodies

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Organization of meetings of the statutory bodies and the subsidiary body for the examination of nomination files for the Representative List, and information meetings 	<ul style="list-style-type: none"> – 3 meetings of the statutory bodies; 4 meetings of the subsidiary body; 1 information meeting
<ul style="list-style-type: none"> ■ Number of States Parties to the Convention increased 	<ul style="list-style-type: none"> – 20 new States Parties
<ul style="list-style-type: none"> ■ Requests for assistance from the Intangible Cultural Heritage Fund processed 	<ul style="list-style-type: none"> – 75 assistance requests processed (including preparatory assistance and for preparation of Article 18 proposals)
<ul style="list-style-type: none"> ■ Inscriptions on the Urgent Safeguarding List and on the Representative List, as well as proposals that best reflect the principles of the Convention (Article 18) processed 	<ul style="list-style-type: none"> – 350 nominations and proposals processed (Urgent Safeguarding List, Representative List and submissions related to Article 18)
<ul style="list-style-type: none"> ■ 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"> – 700 entries in a database of NGOs, non-profit making organizations, experts and centres of expertise, of which at least 50 in Africa – 8 safeguarding activities implemented

Expected result 6: Member States' capacities to safeguard intangible cultural heritage for the development of the concerned communities strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Support for development and/or strengthening of national policies in the field of intangible cultural heritage, including integration of the role of women 	<ul style="list-style-type: none"> – Capacity-building projects in 30 countries
<ul style="list-style-type: none"> ■ Strengthening of national institutional capacities, with focus on Africa 	<ul style="list-style-type: none"> – 15 countries, of which 5 in Africa – 5 institutes/centres under UNESCO auspices (category 2)
<ul style="list-style-type: none"> ■ Data on endangered languages and status and trends in linguistic diversity 	<ul style="list-style-type: none"> – Updating of Digital Atlas on Endangered Languages – Tool for monitoring linguistic diversity developed

Expected result 7: Awareness on the importance of safeguarding intangible cultural heritage increased

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Good practices (clearing house) and increased access to information related to the Convention and other programmes, projects and activities 	– <i>updated database and website interface</i>
<ul style="list-style-type: none"> ■ Information and promotional materials 	– <i>5 information materials</i>
<ul style="list-style-type: none"> ■ Partnerships with intergovernmental organizations, civil society and private sector 	– <i>3 major international events</i>

Main line of action 3: Enhancing the protection of cultural objects and the fight against their illicit traffic, notably through the promotion and the implementation of the 1970 and 2001 Conventions, as well as the development of museums

04016

Museums and movable cultural objects are not only the repositories of cultural identity and diversity, but also powerful vectors for social cohesion and human development. In post-conflict areas, the strengthening of museums also contributes to national and transnational reconciliation and social cohesion. The strategy for protecting cultural objects will simultaneously aim at the implementation of existing Conventions and operational activities at the country level, with backstopping provided to field offices.

04017

International cooperation will be promoted through the effective implementation of the 1954 (The Hague) Convention for the Protection of Cultural Heritage in the Event of Armed Conflict and its two Protocols, the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and the 2001 Convention on the Protection of the Underwater Cultural Heritage, as well as through support to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation.

04018

The operational component of the strategy will focus on LDCs, in particular in Africa, and countries in emergency situations as a result of conflict or natural disasters. The programme will contribute to development through capacity-building activities, such as training workshops and regional meetings with built-in gender components. These will be organized directly and through category 2 institutes and will also involve the production of educational tools. Efforts will be made to encourage professional networks and partnerships, to strengthen museums, in particular community-based museums, to consolidate and enhance their educational content, to enlarge access to museums, and to develop a limited number of high visibility and high-impact projects in this domain, including an international awareness-campaign.

■ Expected results at the end of the biennium

Expected result 8: Reconciliation, social cohesion and international cooperation promoted through the effective implementation of the 1954 Hague Convention and its two Protocols, and of the 1970 Convention

<i>Performance indicators</i>	<i>Benchmarks</i>
■ New States Parties to the 2 Conventions (1954 and 1970)	– 6 new ratifications of the 1954 Convention and 2 to 4 new States Parties to the 1970 Convention, in particular from Africa
■ Meetings of States Parties to the 1954 Convention and its Second Protocol	– 2 meetings of Second Protocol Intergovernmental Committee; 1 meeting of High Contracting Parties to the 1954 Hague Convention; 1 meeting of Parties to the Second (1999) Protocol; 1 workshop to train military active in conflict zones in the application of the Convention's principles, with special focus on the role of women
■ Endorsement by Parties to the Second (1999) Protocol of "guidelines" for its implementation	– awareness-raising activities about Guidelines
■ Impact of Intergovernmental Committee for Promoting the Return of Cultural Property towards Countries of Origin or its Restitution in Case of Illicit Appropriation	– at least one ordinary Committee session; 4 regional and national workshops; and mediation by Committee in 3 cases
■ Information-sharing concerning successful return and restitution cases	– at least 5 publications and one international awareness-campaign
■ Preparation of national and regional preventive measures to combat illicit trafficking	– 20 laws of States Members registered in the Cultural Heritage Laws Database; 10 import/export certificates for cultural property made accessible; 50 translations of national laws and certificates

Expected result 9: Implementation of the 2001 Convention and international cooperation for the preservation of underwater cultural heritage strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Effective meetings of States Parties	– 1 meeting of States Parties and 1 meeting of Advisory Body
■ Adherence of new States Parties to the Convention	– 5 new States Parties, at least one from Africa
■ Training and awareness-raising activities carried out in Member States	– 2 regional workshops and 2 regional meetings, at least one in Africa (with equal participation of men and women)
■ Reporting mechanism established	– web-based tool created

Expected result 10: Capacities of LDCs for protection and conservation of movable cultural property enhanced as integral part of national development efforts

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Training, with emphasis on women, in museum management and conservation of collections	– 10 training sessions (at least 3 for Africa)
■ Preparation and dissemination of inventories of collections in danger	– 8 inventories
■ Development of museums through partnerships and international cooperation frameworks	– 4 partnership frameworks (North-South and South-South museums)
■ Production of pedagogical tools for information-sharing among museums	– 2 new multilingual publications
■ Support to community-based museums	– assistance provided to 5 museums (at least 2 in Africa)

Biennial sectoral priority 2: Promoting the diversity of cultural expressions and the dialogue of cultures with a view to fostering a culture of peace

04019

The aim of the second biennial sectoral priority will be to achieve two Strategic Objectives set out in the Medium-Term Strategy (34 C/4): “Strengthening the contribution of culture to sustainable development” and “Demonstrating the importance of exchange and dialogue among cultures to social cohesion and reconciliation in order to develop a culture of peace”. Focus will be on two mutually reinforcing areas, namely the diversity of cultural expressions and the development of creative industries, on the one hand, and the promotion of pluralism and intercultural dialogue, on the other.

Main line of action 4: Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and the development of cultural and creative industries

04020

The 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions constitutes a standard-setting instrument in support of cultural diversity as conveyed by cultural activities, goods and services. UNESCO will provide the secretariat and acquire the means needed to collect, exchange and disseminate information as well as best practices concerning the protection and the promotion of cultural expressions. The governing bodies of the Convention will continue with the drafting and approval of the operational guidelines which define its main operational procedures, while the International Fund for Cultural Diversity (IFCD) will fund the first requests for international assistance. The following operational mechanisms will strengthen the implementation of the Convention: the plat-

form of the Global Alliance for Cultural Diversity aimed at public-private partnerships; the International Fund for the Promotion of Culture; and two observatories, one on the fight against piracy and the other on the social status of the artist. The Organization will also monitor the Universal Copyright Convention, the Florence Agreement and its Protocol, and the Recommendation concerning the Status of the Artist.

04021

In order to assess more accurately, and to demonstrate, the impact of culture on development, action will also aim at the implementation of the Revised International Framework for Cultural Statistics produced in cooperation with the UNESCO Institute for Statistics (UIS) and national statistical institutes, as well as the promotion of South-South, North-South and North-South-South public-private partnerships for the development of creative industries through capacity-building and monitoring. Priority will be given to activities in which UNESCO has a recognized expertise, namely the book industry, translation, crafts and design, involving the promotion and sharing of best practices in these areas. Action to promote publishing and translation will also be enhanced through the intersectoral platform on languages and multilingualism for which the Sector assumes a leadership role and whose contribution to development will be highlighted, particularly in regard to the role of African languages. The scheme for the Award of Excellence in Crafts will be pursued and extended to new subregions, as will the programmes Social Design 21, Dream Center and the development of the UNESCO Creative Cities Network. In order to bring further impulse to innovation, creativity and talent, it is proposed to establish an Annual Forum on Culture and the Creative Industries to be financed by extrabudgetary funding, as a space for dialogue among three constituencies – decision-makers, creators and the private sector –, all crucial for placing culture at the core of development. Renewed support to regional and subregional festivals will be accorded in order to foster action in favour of regional integration, primarily in Africa as part of the follow-up to the Khartoum Summit and the Action Plan for the Promotion of Creative Industries for African Development, and in Latin America and the Caribbean.

04022

Lastly, arts education will receive special attention on the occasion of the holding of and the follow-up to the 2nd World Conference on Arts Education, which will be held in Seoul in 2010. The goal will be to promote the review of national school policies and to highlight the role of artists and various cultural venues (such as museums) that could help in developing arts education as both a component of quality education and a means of enhancing cognitive and creative capacities. This action will continue to be carried out in cooperation with Major Programme I.

Expected results at the end of the biennium

Expected result 11: The 2005 Convention and the Copyright Convention implemented and related operational mechanisms strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Support to statutory meetings of the 2005 Convention and number of ratifications 	<ul style="list-style-type: none"> – 2 ordinary Committee sessions and 1 Conference of Parties; production and dispatch of documents within statutory deadlines; ratification of Convention by 15 countries, notably from Arab States, Latin America and the Caribbean, and Africa
<ul style="list-style-type: none"> ■ Support to statutory meetings of Copyright Convention 	<ul style="list-style-type: none"> – holding of the 14th statutory meeting of the Intergovernmental Committee of the Universal Copyright Convention in 2010

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Advice to Member States on cultural policies and best practices in the area of cultural expressions 	– <i>advice provided to at least 10 Member States and 10 best practices collected</i>
<ul style="list-style-type: none"> ■ Reorientation of the Global Alliance for Cultural Diversity mechanism in favour of trisectoral partnerships 	
<ul style="list-style-type: none"> ■ Anti-piracy observatory and World Observatory on the Social Status of the Artist 	– <i>gathering of data from at least 50% of countries in each region</i>
<ul style="list-style-type: none"> ■ Reorientation of the International Fund for the Promotion of Culture (IFPC) in synergy with the International Fund for Cultural Diversity (IFCD) 	– <i>at least 5 projects funded</i>

Expected result 12: Contribution of cultural and creative industries to development strengthened and highlighted

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Arrangements for gathering cultural information, data and statistics 	– <i>2 pilot projects on measuring the diversity of cultural expressions; 4 activities on institutional capacity-building; 5 measures for the development of a common approach to the establishment and maintenance of national cultural information systems</i>
<ul style="list-style-type: none"> ■ Initiatives and partnerships with cities and NGOs 	– <i>10 cities from at least 3 regions admitted to the Creative Cities Network</i>
<ul style="list-style-type: none"> ■ Promotion of regional integration, in particular in Africa, through cultural events 	– <i>3 activities at 5 African festivals, fairs or shows and 3 festivals, fairs or shows in other developing regions</i>
<ul style="list-style-type: none"> ■ Promotion of arts education through holding and following up the second World Conference on Arts Education, and development of an intersectoral partnership strategy 	

Expected result 13: Linguistic diversity promoted through publishing and translation

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Formulation of national policies in cooperation with all professionals in the publishing chain 	– <i>5 national policies, 3 of them in Africa</i>
<ul style="list-style-type: none"> ■ Use of instruments accessible through the Internet, in particular the Index Translationum, and development of other methodological tools 	– <i>5% annual increase in average daily consultation of the Index Translationum and production of manuals or guides</i>
<ul style="list-style-type: none"> ■ Enhancement of multilingualism in publishing strategies and film production 	– <i>Measures taken for the multilingual production of books and/or films in at least 5 countries</i>

Expected result 14: Creative, productive and managerial capacities of craftspeople and designers strengthened

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Attribution of the UNESCO award in recognition of excellence in the field of crafts at the subregional level	– <i>At least 5 subregions in 3 different regions</i>
■ Young women craftworkers trained and promoted internationally	– <i>Participation of 60 women craftworkers in international events</i>
■ Young designers promoted internationally, in particular in Africa	– <i>60 young people promoted through the Design 21 Social Design Network</i>
■ Cooperation between craftworkers and designers strengthened	– <i>Development of the Social Design 21 platform; number of university programmes including crafts</i>

Main line of action 5: Integrating intercultural dialogue and cultural diversity into national policies

04023

During the biennium, focus will be placed on two related priority concerns. The first is to pursue the integration of culture as an indispensable pillar of development policies by mainstreaming culture at the country level as well as the principles of cultural diversity and respect for such diversity as conditions for dialogue and social cohesion. This priority shall be pursued in the context of the “Delivering as One” approach within UNCT joint programming exercises, including CCA/UNDAFs, poverty reduction strategies (PRSs), Sector-Wide Approaches (SWAp) and joint assistance strategies (JAS), which will benefit from the use of the Cultural Diversity Programming Lens as a policy tool. Efforts will equally be deployed through the implementation of UNDP/Spain MDG-Fund projects in particular through the monitoring and evaluation of the 18 extrabudgetary projects under the Thematic Window on Culture and Development, and the participation in other Thematic Windows. Priority will be given to African countries and LDCs, as well as to dedicated advocacy at UNCT level. At the same time, UNESCO will continue to engage in national and regional cultural policy processes, notably by providing advice, developing training tools and building the capacities of policy-makers, programmers and leading actors with responsibilities in the area of culture and innovative cultural policy formulation, especially in Africa and in Latin America. United Nations priorities and international commitments regarding indigenous peoples (United Nations Declaration on the Rights of Indigenous Peoples), gender equality, education for sustainable development or HIV and AIDS will be taken into account and promoted through inter-sectoral and inter-agency collaboration.

04024

The second priority concern will be to consolidate the promotion of intercultural dialogue, in particular by expanding knowledge on the process of cultural interaction and building capacities to devise intercultural skills through existing practices and in targeted contexts. As requested by the United Nations General Assembly in resolution 63/22 of 13 November 2008, UNESCO will play a leading role in the preparations for the celebrations of the International Year for the Rapprochement of Cultures, designed to strengthen mutual understanding and appreciation. The Organization will also consolidate its cooperation with the Alliance of Civilizations through implementation of the Memorandum of Understanding signed in 2008. Significant flagship projects and initiatives such as the Slave Route project; the wide dissemination and pedagogical use of the General Histories; the cultural mapping with indigenous peoples and the Arabia Plan will be pursued with a view to developing materials to combat stereotypes

and prejudices that are nourishing tension and conflict. Moreover, contributions will be made to the UNESCO History Project, launched in conjunction with the preparations of the Organization's 60th anniversary in 2005, which has set about a reflection on UNESCO's past orientations, activities and accomplishments. Finally, UNESCO will promote interreligious dialogue as an essential component of intercultural dialogue with special attention being paid to action to combat stereotyping. Among others, focus will be on the multiplicity of stakeholders involved in interreligious dialogue efforts, as well as on the creation of new spaces for dialogue, notably youth and women, in order to enhance competencies to deal with religious issues. Action in this context will also reinforce the intersectoral platform on contributing to the dialogue among civilizations and cultures and a culture of peace, for which the Sector has the lead.

■ Expected results at the end of the biennium

Expected result 15: Culture mainstreamed in national development policy frameworks and common country programming exercises in the context of UNCTs

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Training material developed and tested	– <i>one training tool</i>
■ Training for policy-makers, professionals and other stakeholders in innovative cultural policy formulation	– <i>training in 10 countries (especially in Africa and Latin America and the Caribbean)</i>
■ Cultural diversity and intercultural dialogue principles integrated in regional policy agendas and United Nations priorities	– <i>new cultural policy profile introduced for at least two regional ministerial fora</i> – <i>at least one contribution to joint initiatives of the IASG with the United Nations Forum on Indigenous Issues, to the Decade on Education for Sustainable Development, to EDUCAIDS the African Union Minister of Culture Conference and the Forum of Ministers of Culture of Latin America and the Caribbean</i>
■ Number of "Delivering as One" CCA/UNDAFs with culture component	– <i>at least 10 CCA/UNDAF with a culture component</i>
■ MDG-Fund Joint Programmes implemented, monitored and evaluated	– <i>at least 6 MDG-Fund Joint Programmes</i>
■ UNCTs and development planners trained in cultural diversity programming	– <i>at least 5 UNCTs and 10 development planners trained</i>

Expected result 16: Knowledge of African history and of the tragedy of the slave trade reinforced and disseminated

<i>Performance indicators</i>	<i>Benchmarks</i>
■ Pedagogical materials based on the General History of Africa developed	– <i>3 content elements for primary and secondary schools in Africa and 1 teacher guide</i>
■ Research and educational material on the slave trade and slavery developed	– <i>at least 6 studies on the slave trade and slavery in different regions of the world</i>

Expected result 17: Conditions, capacities and modalities of intercultural dialogue and interreligious dialogue strengthened at local, national and regional levels

<ul style="list-style-type: none"> ■ Partnership with Alliance of Civilizations reinforced, in particular in the framework of 2010 International Year of the Rapprochement of Cultures 	<ul style="list-style-type: none"> – <i>at least 3 printed and audiovisual awareness-raising materials on contribution of Arab Islamic civilization; at least five intersectoral joint projects</i>
<ul style="list-style-type: none"> ■ Participation of youth and women in public discourse and action related to interreligious dialogue 	<ul style="list-style-type: none"> – <i>at least 5 projects on interreligious dialogue</i>
<ul style="list-style-type: none"> ■ Intercultural skills/competencies reinforced as prerequisite for sustainable dialogue, including interreligious dialogue 	<ul style="list-style-type: none"> – <i>guidelines on intercultural skills/competences updated and disseminated among UNESCO networks and relevant partners</i>

MP V

**Communication
and information**

Major Programme V

Communication and information

CI 1

Regular Budget							
Activities / Staff	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting	Total 35 C/5 Revised
	\$	\$	\$	\$	\$	\$	\$
Activities ⁽¹⁾	12 682 900	12 682 900	–	12 682 900	94 100	331 800	13 108 800
Staff	19 237 000	19 083 900	–	19 083 900	(93 300)	1 058 600	20 049 200
Total, Major Programme V	31 919 900	31 766 800	–	31 766 800	800	1 390 400	33 158 000

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” under Technical Note and Annexes.

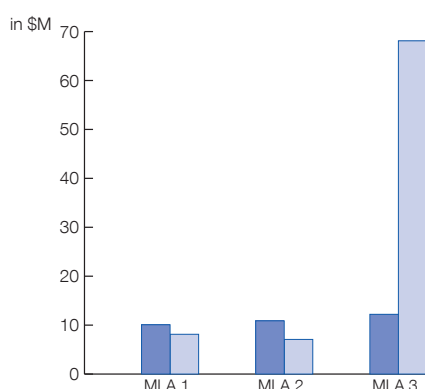
Main Line of Action	Regular Budget		TOTAL 35 C/5 Revised	Extrabudgetary Resources ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Promoting freedom of expression and access to information	4 326 000	5 750 600	10 076 600	8 132 500
MLA 2 Strengthening free, independent and pluralistic media and communication for sustainable development	4 391 400	6 483 900	10 875 300	7 079 900
MLA 3 Fostering universal access to information and knowledge and the development of infrastructures	4 391 400	7 814 700	12 206 100	68 111 300
Total, Major Programme V	13 108 800	20 049 200	33 158 000	83 323 700

(1) Including HQs indirect programme costs for an amount of \$206,100.

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

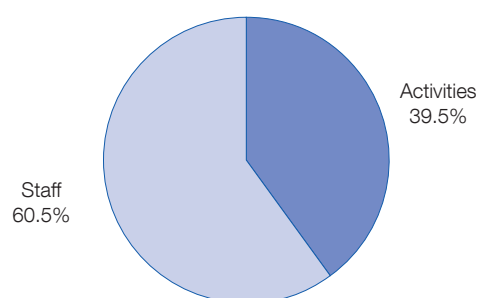
Distribution of Resources

Total Resources (staff and activities)



■ Regular budget
■ Extrabudgetary resources

Regular Budget



DECENTRALIZATION OF ACTIVITIES BUDGET BY IMPLEMENTING REGION

The table below shows the proposed decentralization of funds for the regular programme (activities and staff costs).

In comparison to 34 C/5, the rate of decentralization has remained unchanged at 54.1% in the 35 C/5 Revised regular budget activities and all implementing regions uphold similar percentage weight vs. the total activity budget of MP V. Priority is placed on Africa as the main decentralized region (17.7%) followed by Asia and the Pacific (15.7%).

In absolute terms, the total resources (staff and activities) decentralized to the field has increased by more than \$740K (5.4% increase), mainly due to an increase in the decentralization of staff to the field, particularly 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 regions.

Implementing Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	Activities	Staff	Total	Activities	Staff	Total
	\$	\$	\$	\$	\$	\$
Africa	2 245 300	2 190 300	4 435 600	2 322 500	2 740 200	5 062 700
Arab States	873 200	1 181 900	2 055 100	903 300	1 013 800	1 917 100
Asia and the Pacific	1 995 800	1 840 600	3 836 400	2 064 300	1 872 100	3 936 400
Europe and North America	249 500	294 800	544 300	257 900	315 300	573 200
Latin America and the Caribbean	1 496 800	1 392 000	2 888 800	1 548 300	1 466 500	3 014 800
Total, Field	6 860 600	6 899 600	13 760 200	7 096 300	7 407 900	14 504 200
Headquarters	5 822 300	12 184 300	18 006 600	6 012 500	12 641 300	18 653 800
TOTAL (Headquarters + Field)	12 682 900	19 083 900	31 766 800	13 108 800	20 049 200	33 158 000

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE

The table below shows the proposed distribution of established posts funded from the regular budget by region. Overall, Major Programme V benefits from 89 established posts funded from the regular budget including one additional NPO post created in Kinshasa to reinforce the capacity of programme delivery in the Africa region.

Region / Headquarters	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
Africa	11	–	11	12	–	12
Arab States	5	–	5	5	–	5
Asia and the Pacific	8	–	8	8	–	8
Europe and North America	1	–	1	1	–	1
Latin America and the Caribbean	6	–	6	6	–	6
Total, Field	31	–	31	32	–	32
Headquarters	32	25	57	32	25	57
TOTAL Posts funded from Regular budget	63	25	88	64	25	89
TOTAL Posts funded from PSC income	2	–	2	3	2	5
GRAND TOTAL (Regular budget + PSC income)	65	25	90	67	27	94

Major Programme V

Communication and information

05001

Biennial sectoral priorities for 2010-2011

Biennial sectoral priority 1:

Promoting freedom of expression and information.

Biennial sectoral priority 2:

Building capacities for universal access to information and knowledge.

Internationally agreed development goals and commitments

Declaration of Principles and Plan of Action of the World Summit on the Information Society (WSIS 2003 and 2005).

United Nations Millennium Declaration.

Millennium Development Goals (MDGs), in particular MDG 1, MDG 2 and MDG 8, target 18

United Nations World Summit Outcome Document (2005).

Declaration of Belgrade on Assistance to Media in Conflict Areas and Countries in Transition (2004).

Declaration of Dakar on Media and Good Governance (2005).

Declaration of Colombo on Media, Development and Eradication of Poverty (2006).

Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace (2003).

Charter on the Preservation of Digital Heritage (2003).

05002

Major Programme V will work towards the goals set in the Medium-Term Strategy (34 C/4) by leading intersectoral efforts in the pursuit of overarching objective 5 of the Strategy “Building inclusive knowledge societies through information and communication” and its related strategic programme objectives “Enhancing universal access to information and knowledge” and “Fostering pluralistic, free and independent media and infostructures”. Major Programme V will also contribute to the attainment of the other four stated overarching objectives of document 34 C/4.

05003

The Communication and Information Programme is based on the analysis that despite significant advances in providing access to information and knowledge in a people-centred, inclusive and development oriented manner, as called for by the World Summit on the Information Society, inequalities persist in the capabilities of Member States to identify, produce, disseminate and use information to build and apply knowledge for human development. The strategy therefore focuses on further operationalizing UNESCO’s concept of inclusive, equitable, open and participatory knowledge societies – based on the four principles of freedom of expression, universal access, quality education and cultural diversity – through both normative and capacity-building activities.

05004

Programme builds on the results achieved during the implementation of the Programme and Budget 2008-2009 (34 C/5), and on the programme priorities for the 35 C/5 set by the Executive Board at its 180th session, namely:

- the promotion of freedom of expression and press freedom, media independence and pluralism;
- the development of communication, especially through a strengthened International Programme for the Development of Communication (IPDC); and
- access to information and knowledge through media and ICTs, including through the Information for All Programme (IFAP).

The three main lines of action of the Programme and the resources allocated to them fully reflect these three programme priorities.

05005

Through its strong intersectoral outlook, the Major Programme continues to promote media and ICTs as a multiplier for action of the entire Organization, including for enhancing teaching and learning with a special emphasis on using ICTs for teacher training, increasing dissemination and sharing of scientific knowledge, promoting intercultural dialogue, and fostering cultural and linguistic diversity. It will also play a key role in making progress in the follow-up of the Declaration of Principles and Plan of Action of the World Summit on the Information Society (WSIS). This includes *inter alia* the facilitation of the multi-stakeholder implementation of six action lines of the Geneva Plan of Action, namely “Access to information and knowledge” (C3); “E-learning” (C7); “E-science” (C7); “Cultural diversity and identity, linguistic diversity and local content” (C8); “Media” (C9) and “Ethical dimensions of the Information Society” (C10) as well as UNESCO’s active participation in the overall WSIS implementation process.

05006

The Communication and Information Programme builds on the premise that the universal human right of freedom of expression, including its corollaries of press freedom and freedom of information, and universal access to information and knowledge are indispensable for the attainment of all human rights. The importance of freedom of expression and universal access to information and knowledge for the realization of equitable knowledge societies is increasingly recognized, particularly in the framework of WSIS, and applies to all types of media and to cyberspace.

05007

Efforts will be pursued to promote freedom of expression, freedom of information, and universal access to information and knowledge as fundamental elements to strengthen democracy, facilitate peace and foster sustainable human development. High priority will be given to the enhancement of institutional capacities for media professionals and the promotion of ethical and professional standards and self-regulatory media accountability systems. Furthermore, public service media will be promoted and the comprehensive programme for media support in conflict and post-conflict countries will be enhanced.

05008

IPDC will continue to play an important role in UNESCO’s strategy to develop free, pluralistic and independent media in the developing countries with particular emphasis on Africa, the least developed countries (LDCs), small island developing States (SIDS) and countries in conflict and post-conflict situations. Main strategic elements of action in this regard will be to reinforce partnerships and international cooperation to support media development based on the IPDC endorsed media development indicators. The Intergovernmental Council of IPDC will continue to operate as a representative forum for policy debate on emerging media development issues and defining means for increased international support and partnerships. The Council will also function as an oversight mechanism to deter impunity on crimes against journalists, in pursuance of the decision made at the 26th meeting of the Intergovernmental Council of IPDC.

05009

Specific challenges of the emerging knowledge societies, including the information and knowledge divides that are often the consequence of the digital divide, will also be addressed within the framework of the Information for All Programme (IFAP). Its new strategic orientations concentrate on assisting Member States in formulating national information policy frameworks and fostering capacity-building in five priority areas: information for development, information literacy, information preservation, information ethics and information accessibility. UNESCO's assistance in the preparation of information policy frameworks is largely based on the WSIS outcomes and will aim at contributing to the achievement of the internationally agreed development goals, in particular the Millennium Development Goals (MDGs), in linking development and the eradication of poverty to good governance and access to information.

05010

Another strategic element of the programme is to reinforce the global framework for the safeguarding of the analogue and digital heritage as the impact of digital technologies on the stability and lifespan of documents presents increasing challenges that could result in the permanent loss of collective memory.

05011

Promoting the important contribution that communication and information can make to sustainable development and advocating for their inclusion in national development plans and joint programming exercises by United Nations Country Teams will constitute an important feature of action in 2010-2011. Hence, Major Programme V will include specific provisions for the participation of UNESCO in common country programming exercises during this period and for contributing to harmonized and coherent action with other United Nations agencies at country level. Through the complementary Additional Programme of extrabudgetary activities, extrabudgetary funds will be sought to supplement regular programme resources, reinforce the results achieved and broaden the scope and impact of action in Member States. The main objective will be to translate the global policy frameworks and normative tools developed through regular programme funds, particularly in the areas of freedom of expression, media development and universal access to information, into concrete operational activities at the regional and national levels. In the field of media development, priority will be given to assisting Member States, especially Africa, LDCs and SIDS in the design and implementation of projects in line with the thematic priorities and criteria developed by IPDC. Similarly, additional funds will be sought to meet Members States' demand for support in the design and implementation of policies and strategies for fostering access to information, bearing in mind the five priority areas of IFAP.

05012

Decentralization of regular programme resources is a key feature of Major Programme V. In 2010-2011, 54.1% of the programme funds are decentralized and 50% of the professional staff is delivering the programme in more than 30 UNESCO field offices.

05013

In addition to its genuinely intersectoral and interdisciplinary approach that is also demonstrated by its strong contribution to the intersectoral platforms, the Programme will fully exploit the strong potential that South-South and North-South-South cooperation has in the field of communication and information. Its implementation will build on closer cooperation with National Commissions as constituent elements of UNESCO. The long-term collaboration forged over the past years with international and regional NGOs, professional associations and major institutions working in the communication and information areas will be pursued and strengthened. Efforts will also be made to further consolidate the multistakeholder approach of the Programme while reinforcing and extending its already very strong partnerships with the private sector, especially the IT industry.

Global priority Africa

UNESCO's action in the area of communication and information in Africa is based on the outcomes of the World Summit on the Information Society, priorities of the African Union and NEPAD, including the African Regional Action Plan on the Knowledge Economy (ARAKPE) aimed at building a region fully benefiting from ICT services and applications by 2015, and the "Roadmap for Media Development in Africa", adopted in Burkina Faso in September 2008. In this context, action will seek to: (i) promote freedom of expression and information by supporting the establishment of media laws and regulatory frameworks; (ii) provide advice for the formulation of policies and strategies for fostering access to information as well as media and infostructures development; and (iii) strengthen capacity building, especially at the institutional level.

Concerning media development, the Programme will focus on three main challenges: expanding opportunities for free, independent and pluralistic media as a platform for democratic discourse; fostering citizens' participation in decision-making processes and development initiatives; and encouraging the adoption of ethical and professional standards in journalism while upgrading the capacities of training institutions to offer high quality media training and journalism education.

Addressing the first challenge requires the availability of media, which reflect people's concerns, and through which citizens can seek and share information in order to make informed decisions. To this end, support will be provided, particularly through the IPDC, to initiatives aimed at building a pluralist media landscape, including community media. Building on the results of the Community Multimedia Centres (CMC) programme in previous biennia in Africa, mainly in Mali, Mozambique and Senegal, the Organization will continue to foster community radio and CMC as catalysing tools for information and knowledge acquisition and sharing, learning, inclusive participation in development and self-expression. Efforts to improve the quality of journalism training will be based on the criteria for institutional excellence established in 2008 and UNESCO's model curricula on journalism education.

In the field of information, action will focus on fostering ICT applications for enhancing quality and impact of teaching and learning processes, including through the establishment of virtual universities, as well as on extending the use of ICTs to improve access to content, especially in local languages for marginalized and disadvantaged communities and those with special needs. Emphasis will be given to access to information in support of sustainable development and poverty eradication. The preservation and dissemination of African documentary heritage will constitute another priority area and will be fostered through awareness-raising campaigns within the framework of the Memory of the World Programme.

In conflict and post-conflict situations, support will be provided for the development of media and infostructures to restore and consolidate democracy, sustainable peace and stability. Special attention will be given in this context to the Great Lakes Region, where UNESCO, along with the African Union, will continue efforts to emphasize the importance of media for fostering peace, dialogue and mutual understanding. This will be in line with *inter alia* the "Dar-es-Salaam Declaration on Peace, Security, Democracy and Development in the Great Lakes Region" (2004), the "Protocol on Management of Information and Communication" (December 2006) and the "Pact on Security, Stability and Development of the Great Lakes Region" (2006).

■ Expected results at the end of the biennium

Member States actively fostering a diverse mix of public, private and community media benefitting democratic development

Laws and regulatory frameworks for freedom of expression, freedom of the press and freedom of information established or revised according to internationally recognized standards, especially in PCPD countries

Excluded groups, particularly in rural areas and linguistic minorities enabled to access information

Quality training opportunities for media professionals offered by media training and journalism education institutes

Capacities of African media and information professionals strengthened

Quality and impact of teaching and learning processes enhanced through ICT, particularly in the area of teacher training

Importance of African documentary heritage for building national identity recognized

Global priority gender equality

Media and ICTs continue to be powerful catalysts for the empowerment of women. Consequently, the Programme, based on the identification of the gender dimensions in the area of media development and media use as well as in the application of ICTs – in terms of access, production and use – provides support to devise strategies mainly addressing the capacity-building needs in these areas in order to enhance the potential for women’s empowerment including participation in public life, provoking employment opportunities, etc.

In line with UNESCO’s Gender Equality Action Plan, the Programme seeks to empower women through access to information and knowledge in order to promote their full and equal share in economic, social, cultural and political development.

The Programme includes action to reflect better gender perspectives in media content, to reduce gender stereotyping in the media and to advocate for equal opportunities in decision-making positions in the media. In addition, all assistance will take into account gender aspects in line with the IPDC-endorsed media development indicators.

At all levels of professional media training and journalism education, gender-sensitive reporting will be promoted. Attention will also be paid to developing the critical abilities of young people to evaluate and produce media content with a gender perspective. UNESCO will also insist on gender equality in all training activities supported by the Organization, especially when fostering media and information literacy through teachers. UNESCO will further support initiatives to develop media outlets managed by women.

Another key feature of the Programme will be the promotion of gender-inclusive national information policies. Furthermore, UNESCO will seek to reinforce the capacities of women to access and use ICTs for development and lifelong learning, in particular for sustainable livelihoods, through community-based information literacy campaigns.

Special attention will be given to promoting women's involvement in conflict resolution, peace-building, and reconstruction through improved access to information and thus strengthening their ability to engage in various governance mechanisms. Support will also be provided for initiatives aimed at enhancing the safety of women journalists in conflict and post-conflict situations.

■ **Expected results at the end of the biennium**

Gender perspectives in media content promoted through UNESCO-supported media training

UNESCO-supported training programmes, especially safety training for journalists, offered on an equal basis to women

Member States assisted in creating an enabling environment for free and independent media and in building media capacity that avoids stereotyping women

Member States assisted in the application of gender-sensitive media development indicators

National information policies formulated and implemented in a gender-inclusive manner

Gender specific needs addressed in life-long learning activities, in particular for sustainable livelihoods through the use of ICTs

Women's involvement in conflict resolution, peace-building, and reconstruction broadened through better access to information

Biennial sectoral priorities

05014

The Communication and Information Sector will pursue a two-fold strategy articulated in two biennial sectoral priorities, **Promoting freedom of expression and information** (Biennial sectoral priority 1) and **Building capacities for universal access to information and knowledge** (Biennial sectoral priority 2). The strategy, which will apply to all three main lines of action of Major Programme V, focuses, on the one hand, on upstream analysis and policy advice and, on the other hand, on the support of institutional and human capacity-building and the development of media and information services. This will allow to link and translate normative work into operational activities and ensure that experience from the operational work reflects on the upstream work. Action will focus on the following three main areas: (i) promoting freedom of expression and freedom of information; (ii) strengthening free, independent and pluralistic media; and (iii) fostering universal access to information and knowledge and the development of infrastructures.

Biennial sectoral priority 1: Promoting freedom of expression and information

05015

Under the biennial sectoral priority 1, UNESCO will continue to promote freedom of expression and freedom of information, by supporting the creation of an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations, and to foster editorial independence and quality programming in public service broadcasting and community media. All these elements are essential for the provision of unhindered access to information and knowledge and a fundamental prerequisite for the eradication of poverty, economic development, social participation and democracy.

Main line of action 1: Promoting freedom of expression and access to information

05016

A main strategic focus of the Programme is on raising awareness on the importance of freedom of expression and freedom of information through advocacy and monitoring. Action will consist in providing technical assistance to Member States and building capacity for the establishment and application of internationally recognized legal and regulatory standards for freedom of expression, freedom of information and free and independent media. Special attention will be given to promoting Internet governance based on the principles of openness, diversity and transparency.

05017

The main event to sensitize governments, public institutions and civil society to the importance of freedom of expression for development, democracy and dialogue will be the annual celebration of World Press Freedom Day on 3 May and the awarding of the UNESCO World Press Freedom Prize. The situation for press freedom and the safety of journalists, in particular the situation of women journalists, will be continuously monitored through independent alert networks established by media and press freedom organizations such as the International Freedom of Expression Exchange Network (IFEX). This also includes alerting governments and the public at large on cases of impunity of violence against journalists, including through the oversight mechanism established by the Intergovernmental Council of IPDC.

05018

UNESCO will work closely with all its stakeholders, particularly international and regional NGOs and associations of media professionals, to promote an enabling environment for freedom of expression and freedom of information. An important focus of the programme will be on enabling media institutions and media training centres to train media professionals to the highest ethical and professional standards and to enable people to critically access, assess and use information. In addition, UNESCO will continue to collaborate with all relevant stakeholders to develop media accountability systems based upon self-regulation, including codes of ethics, to assist journalists in addressing professional challenges, including ethical issues.

05019

Further support will be provided to foster editorial independence and quality programming in public service broadcasting, community media and new digital media, for example by assisting Member States to transform state broadcasters into editorially independent public service broadcasters in order to ensure media pluralism and quality journalism. In this context, a platform for international discussions on the public services remit of Internet-based media and the private media sector will be provided.

05020

Long-term action to assist Member States in creating an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations and strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation will be continued. Emphasis will be placed on enabling media to provide unbiased information, avoid stereotypes and counteract incitement to hatred and violence, especially within the framework of the *Power of Peace Network (PPN)* aimed at harnessing the power of new technologies to increase mutual understanding. As media is a critically important factor in conflict resolutions and peace processes, UNESCO will continue to promote dialogue among media professionals, especially in conflict and post conflict situations, in which action will also focus on enabling media and media professionals to foster information and knowledge sharing and self-expression. In particular, activities will target women and youth through specially designed training and networking initiatives. Such activities will be implemented in close collaboration with other international intergovernmental and non-governmental organizations, including within the framework of a strategic partnership with the World Bank. They will also have a strong intersectoral dimension and will contribute to the implementation of the intersectoral platforms “Contributing to the dialogue among civilizations and cultures and a culture of peace” and “Support to countries in post-conflict and disaster situations”.

05021

Action will also include fostering the contribution of media to disaster risk reduction and mitigation, as reliable and fast functioning media play a pivotal role in post-disaster environments. The approach will mainly consist in building capacities of local and community media in handling information related to humanitarian issues, especially in countries with a high risk for natural disasters.

■ Expected results at the end of the biennium

Expected result 1: Freedom of expression more broadly respected and related internationally recognized legal, ethical and professional standards applied, including those related to the safety of media professionals

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Awareness of freedom of expression and access to information 	<ul style="list-style-type: none"> – reinforcement of 5 regional and local alert networks monitoring press freedom and freedom of expression; World Press Freedom Day organized twice (2010 and 2011) and the UNESCO World Press Freedom Prize awarded each year; coverage of UNESCO's freedom of expression activities in national and international media; information and training material on freedom of expression and access to information developed and distributed in 10 countries, of which at least 6 in Africa
<ul style="list-style-type: none"> ■ Application of policies and regulatory frameworks conducive to freedom of expression and freedom of information 	<ul style="list-style-type: none"> – legal and regulatory instruments in accordance with international standards adopted in 10 countries
<ul style="list-style-type: none"> ■ Acceptance 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 close collaboration with media and their associations; online training on professional standards provided on a dedicated United Nations website; self-regulation based media accountability systems, including press councils and media ombudspersons supported in 10 countries
<ul style="list-style-type: none"> ■ Training on freedom of expression included in formal and informal educational processes 	<ul style="list-style-type: none"> – freedom of expression toolkit piloted in 5 countries, at least 2 in Africa
<ul style="list-style-type: none"> ■ International campaigns and capacity-building initiatives for the safety of journalists and media professionals 	<ul style="list-style-type: none"> – safety training of some 300 media professionals implemented and safety guides distributed in 10 countries, of which at least 6 in Africa; 2 international campaigns launched in collaboration with international media organizations; impunity issues taken up and discussed with representatives of at least 5 Member States; media laws in accordance with international standards adopted in 10 countries

Expected result 2: Member States assisted in creating an enabling environment for freedom of expression and independent media, including in countries in conflict, post-conflict and transition as well as in post-disaster situations

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Contribution of independent media and media associations to enhance freedom of expression in post-conflict countries and countries in transition 	<ul style="list-style-type: none"> – media independence guaranteed by law, access to information enhanced and editorial independence facilitated in at least 30% of countries, in which United Nations peace-keeping operations are ongoing; independent media associations established or reinforced in at least 5 post-conflict countries

<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 in conflict and post-conflict environments 	<ul style="list-style-type: none"> – <i>at least 10 dialogue activities facilitating training, exchange and joint production projects implemented, with a special emphasis on women and youth; professional journalistic standards, in particular on conflict sensitive reporting enhanced in at least 10 post-conflict countries</i>

Expected result 3: Editorial independence and quality programming in public service broadcasting, community media and new digital media fostered

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Public service broadcasting based upon editorial independence facilitating access to information and knowledge, civic education and good governance 	<ul style="list-style-type: none"> – <i>regulatory frameworks conducive to editorially independent public service broadcasters adopted in 5 countries of which 3 in Africa; quality journalism and educational and cultural programmes enhanced in 8 countries of which at least 4 in Africa; public service broadcasting accountability systems strengthened in at least 5 countries of which 3 in Africa</i>
<ul style="list-style-type: none"> ■ Impact of media for humanitarian action in post-disaster environments 	<ul style="list-style-type: none"> – <i>training of local and community media in handling humanitarian information flows in post disaster environments piloted in 3 countries with a high risk for natural disasters</i>

Biennial sectoral priority 2: Building capacities for universal access to information and knowledge

05022

Under the Biennial sectoral priority 2, the Communication and Information Programme will focus on two main thrusts: (i) strengthening free, independent and pluralistic media and communication for sustainable development; and (ii) fostering universal access to information and knowledge and the development of infostructures.

Main line of action 2: Strengthening free, independent and pluralistic media and communication for sustainable development

05023

UNESCO will continue to promote the development of free, independent and pluralistic media, and to that end, foster media independence and pluralism, in particular through IPDC, and help building capacities in this regard. Action will be based on the needs identified through the application of the IPDC approved Media Development Indicators, which describe the targeted media development levels in relation to (a) system of regulations conducive to free, independent and pluralistic media; (b) plurality with transparency of ownerships and diverse content across public, private and community media; (c) engagement of media as a platform for democratic discourse; (d) professional capacity-building and supporting institutions that underpin freedom of expression, pluralism and diversity of media; and (e) sufficient infrastructural capacity to support independent and pluralistic media. The Organization will respond to the challenges identified in the above areas in a coordinated manner through IPDC approved projects

with a particular focus on Africa, LDCs and SIDS, interventions within common country programming exercises and joint actions with partners.

05024

Furthermore, UNESCO will continue to promote community media in order to enhance media pluralism and the inclusion of marginalized communities in policy- and decision-making processes related to sustainable development. Within this context, efforts will be pursued to foster community multimedia centres in order to increase the opportunities of rural communities to acquire, contextualize and share locally relevant content. All these activities will be implemented with particular attention to gender responsiveness.

05025

Concerning capacity-building, emphasis will be placed on strengthening the institutional capacities of media training and journalism education institutions to offer high quality training thereby ensuring long-term impact and sustainability. This includes encouraging the adoption by media training institutions of the UNESCO model curricula on journalism, and supporting such institutions, especially in Africa, in their efforts to comply with the criteria for training excellence established by UNESCO in the 2008-2009 biennium. Equal opportunities for both women and men in media training and journalism education will be fostered throughout this action.

05026

The need to increase media content that contributes to strengthening people's understanding and engagement on issues related to sustainable development and global challenges such as climate change and HIV and AIDS will receive priority attention. Action in this regard will focus on providing assistance to media organizations and journalism education institutions to impart subject-related knowledge to journalists and to strengthen their investigative capacities. Efforts will also be pursued to foster networks of journalists, including those from LDCs, to enhance the capacities of their members to report on these issues. Furthermore, within the context of the public service remit of the media, the Programme aims at fostering partnerships with media to create greater awareness on key developments that affect societies. These partnerships will be fostered, particularly through the intersectoral platforms on "Education for sustainable development", "HIV and AIDS", "UNESCO's action to address climate change" and "Science education".

05027

Considering that developing the critical abilities of media and information users is an essential factor of media development, a special emphasis will be given to increasing media and information literacy, particularly among young people and users who generate their own media content, particularly on the web. To this end, UNESCO will work towards integrating media and information literacy in teacher training programmes and advocate media and information literacy as an essential competency for user-generated content producers.

Expected results at the end of the biennium

Expected result 4: Member States assisted in the development of free, independent and pluralistic media based on IPDC media development indicators

<i>Performance indicator</i>	<i>Benchmark</i>
<ul style="list-style-type: none"> ■ Demonstrated linkages between the media development indicators and the development interventions on free, pluralistic and independent media within the context of IPDC, United Nations system country programming exercises and national development efforts 	<ul style="list-style-type: none"> – at least 120 IPDC projects, of which 40 are community media projects, and inputs to 20 country programming in line with the media development indicators; country programming and project documents indicate a discerning pro-poor approach to community media and high level of gender sensitivity on media development issues

Expected result 5: Capacities of media training and journalism education institutions increased to reach the established criteria of excellence in training, including the pursuit of gender equality

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Number of media training institutions offering high-quality training programmes based on the UNESCO model curricula on journalism education and striving to achieve the criteria for training excellence 	<ul style="list-style-type: none"> – UNESCO model curricula on journalism education and criteria of training excellence are adapted by 40 training institutions; gender balance among trainees achieved
<ul style="list-style-type: none"> ■ Capacity-building opportunities provided to media professionals to increase quality media content produced by journalists on issues related to sustainable development 	<ul style="list-style-type: none"> – at least 3 regional networks of journalists reporting on sustainable development issues

Expected result 6: Media and information literacy increased to foster informed decision-making

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Cluster countries or national strategies to pilot media and information literacy in teacher-training programmes 	<ul style="list-style-type: none"> – at least 10 strategy documents
<ul style="list-style-type: none"> ■ Curriculum enrichment material and toolkits for teacher training available on media and information literacy 	<ul style="list-style-type: none"> – at least 15 teacher-training institutions piloting media and information literacy in their programmes
<ul style="list-style-type: none"> ■ The guidelines provided by media organizations for user-generated content producers reflect the key elements of media and information literacy 	<ul style="list-style-type: none"> – comprehensive guidelines for user-generated content made available and adopted by major broadcasting associations in all 5 regions
<ul style="list-style-type: none"> ■ Utilization of information literacy indicators 	<ul style="list-style-type: none"> – information literacy indicators tested in 5 pilot countries and information literacy logo used by at least 100 organizations, of which 50% are youth organizations

Main line of action 3: Fostering universal access to information and knowledge and the development of infostructures

05028

Many gaps continue to exist among and within Member States regarding access to information and knowledge and the availability of appropriate “infostructures”, including policy frameworks capacities and institutions, such as libraries and archives. In order to narrow these gaps, action will focus on ensuring equitable and affordable access to information for all as a fundamental requirement for building knowledge societies that are still beyond the reach of most people. In this context, an important framework will be the outcomes of the World Summit on the Information Society, particularly the Geneva Plan of Action, for which UNESCO will pursue its facilitating role, and the Internet Governance Forum, in which UNESCO will enhance its participation. The Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace (2003) will provide a normative reference in this regard.

05029

As universal access depends on an environment that facilitates inclusive information processes, action will focus on attaining the goal of information for all by reducing the divides that exist in accessing information and knowledge. To that end, UNESCO will facilitate the formulation of effective policies and strategies for fostering information literacy, information preservation, information ethics, information for development and information accessibility – all priorities of the Information for All Programme (IFAP), whose international and national outreach will be enhanced. Action will focus on the formulation and implementation of policy frameworks and capacity-building for universal access to, and dissemination of, information. It will especially address the needs of Africa and integrate a clear gender perspective. An important component of this main line of action will be to enhance information accessibility for the disadvantaged, including indigenous people and minority groups, and to use ICTs to empower youth, especially in conflict and post-conflict areas. Special emphasis will also be given to promoting the availability of diverse and multilingual content, also as a contribution to the implementation of the intersectoral platform “Languages and multilingualism”, and to fostering online access to public and government-held records, especially in Africa and SIDS.

05030

Efforts will also focus on reinforcing infostructures for sustainable development by continuously strengthening the role of libraries and archives as key institutions for disseminating and preserving information and knowledge. A key element in this regard is to build capacities of information professionals to be better equipped to meet the evolving opportunities and challenges that the development of the information society provides to libraries and archives including those linked to the increasing quantity of digital content.

05031

Another important focus of action will be the preservation of documentary heritage, as there can be no access to information if it is not adequately preserved. Under the Memory of the World Programme (MoW) and its Registers aiming at preservation and dissemination of valuable archive holdings and library collections worldwide, efforts will be mobilized to safeguard original material and to raise awareness of the importance of heritage and memory as contributors to knowledge. As both heritage and access to knowledge are among UNESCO’s main priorities, concerns about the disappearance of huge portions of the world’s memory will continue to be addressed through this Programme as well as the Charter on the Preservation of Digital Heritage (2003). Similarly, collaboration will be ensured with all partners for the expansion of the World Digital Library initiative that will make significant collections of all cultures freely accessible and strengthen the diversity of languages on the Internet, thus increasing digital representation and quality content in cyberspace, as called for by WSIS.

In keeping with its strong intersectoral character, the Communication and Information Programme will also promote and foster strategies for increasing the use of ICTs in knowledge acquisition and sharing. In this context, the Organization will continue supporting Member States' efforts to enhance the quality and impact of teaching and learning processes, through ICTs, thereby contributing to the attainment of Education for All (EFA) goals. In cooperation with private sector partners, assistance will be provided to Member States to promote the use of ICTs in teacher training, in particular through the CI-led intersectoral platform on "Fostering ICT enhanced learning". Another key element will be the promotion of access to scientific information through the use of ICTs, open access policies and strategies and the increased use of open-source tools and open content in all areas of UNESCO's competence.

Expected results at the end of the biennium

Expected result 7: Member States assisted in the development and adoption of inclusive policy frameworks for universal access to, and dissemination of, information

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ International and national outreach of the Information for All Programme (IFAP) 	<ul style="list-style-type: none"> – revised Strategic Plan for IFAP disseminated to all Member States; 5 national Information for All Committees established/strengthened; Information/knowledge policy and strategy templates with a gender component produced and applied in 1 country per region; strategies to assist 10 countries in policy formulation developed, with priority for Africa, SIDS and LDCs
<ul style="list-style-type: none"> ■ Understanding of role of information in development 	<ul style="list-style-type: none"> – information management issues included in United Nations country programming documents in 5 countries; 5 public-private partnerships in support of universal access to information established and operational; number of participants in UNESCO WSIS follow-up mechanisms, including Internet governance initiatives increased by 15%
<ul style="list-style-type: none"> ■ Information accessibility for disadvantaged and minority groups 	<ul style="list-style-type: none"> – toolkit on inclusion of minority languages in cyberspace developed; guidelines provided to 10 countries for establishment of policies to facilitate access to information and knowledge by people with special needs
<ul style="list-style-type: none"> ■ Online access to public and government-held records, especially in Africa and SIDS 	<ul style="list-style-type: none"> – "Policy Guidelines for the Development and Promotion of Governmental Public Domain Information" implemented in 10 countries

Expected result 8: Preservation of documentary heritage reinforced in Member States

<i>Performance indicator</i>	<i>Benchmark</i>
<ul style="list-style-type: none"> ■ Awareness of the importance of the preservation of documentary heritage 	<ul style="list-style-type: none"> – number of inscriptions on the Memory of the World Register increased by 15% (presently 160); 5 new national committees created (presently ca. 40); number of countries adhering to the principles of the UNESCO Charter for the Preservation of Digital Heritage increased from 10 to 15

Expected result 9: Infostructures for sustainable development and good governance in Member States promoted

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Role of libraries and archives in sustainable development 	<ul style="list-style-type: none"> – 5 national strategies formulated to strengthen the role of libraries and archives; World Digital Library launched; 5 digital library services established
<ul style="list-style-type: none"> ■ Capacity-building of information professionals to better meet digital challenges 	<ul style="list-style-type: none"> – 200 librarians and archivists trained through capacity-building workshops in Africa, the Arab Region, Asia and the Pacific and Latin America and the Caribbean

Expected result 10: Member States assisted in developing strategies for using ICTs in knowledge acquisition and sharing

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Quality and impact of teaching and learning processes through ICTs and ICTs used to foster teacher training 	<ul style="list-style-type: none"> – effective integration of ICTs in processes of teaching and/or learning in at least 2 regions; indicators to measure the impact of the use of ICT in education developed and tested in at least 5 countries; 5 teacher networks and communities of practice established; 5 regional digital repositories of educational resources established benefiting from South-South cooperation
<ul style="list-style-type: none"> ■ Access to scientific information 	<ul style="list-style-type: none"> – multilingual platform for the sharing of open scientific resources accessed by users from at least 3 regions; agreements reached with 3 publishers to facilitate access to the state-of-the-art scientific research; open access policies adopted in 5 countries
<ul style="list-style-type: none"> ■ Open-source tools for education and information management and open access policies and strategies 	<ul style="list-style-type: none"> – Open Training Platform (OTP) upgraded with new services and partners by 10 to 15%, from current 1,700 resources and 600 stakeholders; open source software for networking and inclusion adopted

UNESCO Institute for Statistics

Intersectoral platforms

Field – Management of decentralized programmes

B. Programme-related services

C. Participation Programme and Fellowships

UNESCO Institute for Statistics (UIS)

UIS

Regular Budget							Total 35 C/5 Revised
	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting	
	\$	\$	\$	\$	\$	\$	\$
Financial allocation	9 020 000	9 020 000	–	9 020 000	(131 200)	239 800	9 128 600

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” under Technical Note and Annexes.

06001

The UNESCO Institute for Statistics (UIS) was established to foster a culture of evidence-based policy, both nationally and internationally, through the collection and use of high-quality, timely data in education, science and technology, culture, and communication. The role of UIS is to provide internationally comparable statistical information to Member States in order to inform decision-making and facilitate democratic debate in UNESCO’s areas of competence. To this end, the institute deploys high professional standards and independence in data collection and analysis.

06002

As stated in the UIS Medium-Term Strategy for 2008-2013, the Institute’s first objective is to improve the quality of UIS data. This goal is clearly reflected in the expected results for the various main lines of action (MLAs).

Main line of action 1: Guardianship of cross-national data

06003

UIS will consult widely within UNESCO and with other users of cross-national statistics (United Nations and other international agencies, national policy-makers, researchers and NGOs) to ensure that it collects regularly the key data needed to understand changes in UNESCO’s areas of responsibility and, in particular, to monitor progress towards internationally-agreed goals. Furthermore, the UIS network of statistical advisers in the field will develop closer relations with national statisticians and policy-makers in cooperation with the UNESCO field offices.

06004

UIS will continue to improve the existing international statistical data collections in UNESCO’s fields of action. They will be designed and implemented to collect more policy-relevant data, while improving their quality and accompanying contextual information. In particular, UIS will be expanding implementation of its Literacy Assessment and Monitoring Programme (LAMP) based on the experience in pilot countries. LAMP is designed to provide a detailed diagnostic of a population’s literacy skills, which is essential for effective policy-making.

06005

Greater exploitation of relevant data from secondary sources will be undertaken in order to avoid duplication of data collection, to add rich new dimensions to existing data and to improve data coverage and quality.

06006

Data quality assurance procedures within UIS will be enhanced and incorporated into the regular processing operations, including those for metadata. In addition, good practice guidelines will be prepared to ensure the transparency of the Institute's procedures and methodologies.

06007

Data dissemination utilizing the Internet and other electronic means will be expanded. In addition, the content, functions and user interface of the UIS statistical database will be upgraded to improve online access and data dissemination.

06008

Improving the timeliness of outputs is critical for education statistics. One of the principal obstacles to this has been linked to work cycles that are governed by major data release dates. Indicator verification and estimation of data are organized according to specific releases, independent of when data are received. Therefore, the UIS will introduce the concept of a rolling data collection and release system for education which will provide a strong internal incentive for reducing the processing time.

Expected results at the end of the biennium

UNESCO statistical database improved in terms of data quality and coverage of both current and historical data, together with appropriate metadata and better online data access for users

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Update key education indicators for at least 85% of all countries every year 	– 76% in 2008
<ul style="list-style-type: none"> Increase quality and coverage of regional and global averages for key indicators 	– index based on number of EFA regions served with averages for 15 key indicators
<ul style="list-style-type: none"> Key trend education indicators from 1970 to 1995 integrated in UIS standard data dissemination 	
<ul style="list-style-type: none"> Number of hits on online Data Centre 	
<ul style="list-style-type: none"> Implementation and follow-up on results of UIS data quality monitoring system 	
<ul style="list-style-type: none"> Amount of metadata available to internal and external users of UIS data 	– metadata virtually non-existent on current website

Timeliness, collection, processing and submission of data improved

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> Reduce the average time between end of school year in countries and submission of data by one month at end of 2011 	– 11 months in 2008
<ul style="list-style-type: none"> Reduce average time gap between data receipt and first dissemination by the UIS by 10 days each year 	
<ul style="list-style-type: none"> Increase update frequency of UIS database as step towards rolling release 	– UIS database updated twice per year

Relevance of information enhanced to support policy- and decision-making through development of new international statistical surveys using improved data instruments and methodology

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ LAMP literacy data collected and analysed for 9-12 countries by 2011 	<ul style="list-style-type: none"> – 5 countries by end of 2009
<ul style="list-style-type: none"> ■ New international data collection in a selected area of culture instituted according to revised Framework for Cultural Statistics 	

Coordination improved with other international and regional organizations involved in the production and dissemination of comparative data to better serve international and national data needs

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> ■ Pilot regionalization of survey instruments following example of UOE (UIS/OECD/Eurostat) cooperation to better serve regional partners, such as African Union 	<ul style="list-style-type: none"> – regional efforts are generally not based on UIS standards
<ul style="list-style-type: none"> ■ UIS definitions on education indicators harmonized with regional agencies, such as EUROSTAT 	<ul style="list-style-type: none"> – independent data definitions exist in different data collection regions
<ul style="list-style-type: none"> ■ Redundancy in dissemination of comparative data reduced, including harmonization of indicator sets 	
<ul style="list-style-type: none"> ■ Rate of data exchange between international statistical organizations increased 	

Main line of action 2: Development of appropriate methodologies and standards

06009 UIS will strengthen the application of standards for international data collection in education, science, culture and communication. Further guidance will be issued to Member States to raise awareness and improve their understanding of current standards. In particular, UIS will continue global consultations on the proposed revision of the 1997 *International Standard Classification of Education (ISCED)*, which will be presented to the General Conference in 2011.

06010 The revised *UNESCO Framework for Cultural Statistics* will support UNESCO’s policy development in the field of culture while guiding Member States on how culture can be linked to development goals. The standard will have due regard to various national approaches to culture, allowing flexibility in its application. It will serve as the basis for the development of new surveys in selected areas of culture, based on close consultations with the Culture Sector.

06011 UIS will undertake a more detailed review of how the OECD manual on R&D data (*Frascati*) is being applied in developing countries to improve the comparability of their science data by introducing appropriate principles for the adaptation of OECD standards.

Expected results at the end of the biennium

Emerging policy information needs identified to monitor development targets in consultation with UNESCO programme sectors, Member States and partner agencies, and new internationally comparable indicators developed to measure these issues

Performance indicators

- Implementation of recommendations from the task force groups on quality of teachers and education finance indicators
- Recommendations from global education conferences in terms of information needs evaluated and data collection strategy developed
- Education statistics technical guidelines and glossary revised and disseminated
- Development of a set of international anchor items to measure literacy and numeracy skills in primary education

International statistical classifications revised in the areas of education, culture, communication, science and technology, including extensions and revisions to cover new policy interests in these fields

Performance indicators

- ISCED framework revised and recommendations adopted by Member States in 2011
- ISCED mappings available on UIS website for 90% of all countries
- International standards developed by other statistical organizations adapted by the UIS to better reflect the contexts and priorities of developing countries in the fields of science and technology and information literacy

UIS statistical standards promoted and used by other agencies and wider implementation of UIS standards in national statistical programmes resulting in increased amount of internationally comparable data on education, science, culture and communication

Performance indicators

- Harmonization of education statistics concepts in administrative records, household surveys and population censuses
- Education attainment guidelines developed

Main line of action 3: Capacity-building in the collection and use of statistics

- 06012** UIS will assist countries in improving their capacities for data collection, processing, quality control, analysis and dissemination through training and other forms of support. In addition, it will seek to deliver cost-effective assistance by working with central divisions of UNESCO and, more importantly, with regional/cluster offices, UNESCO institutes and regional statistical entities.
- 06013** This will be largely achieved by reinforcing UIS presence in the field. Once again, the central goal is to improve data quality. By reinforcing its field presence, UIS will be working closely with national statisticians to undertake data quality assessments which are designed to identify and correct weaknesses in national data production systems, and to develop data plans which facilitate the reporting of international data to UIS.
- 06014** In Africa, where challenges remain the greatest, UIS will build stronger partnerships with regional networks and other relevant regional training institutions in order to promote and foster good practice in statistics. For education, key partners will be the ADEA Working Group on Education Statistics, the African Union and AFRISTAT. In science, UIS will support the NEPAD strategy to develop an observatory and statistical indicators, while in communication it will support the United Nations Economic Commission for Africa in the Partnership on Measuring ICTs for Development.
- 06015** Wherever possible, support for building statistical capacities through training will be provided either in the context of the regular UIS workshops or as an integrated part of a UNESCO-wide capacity-building initiative. Institutes and other relevant regional training institutions, especially in Africa, will also serve as vehicles for these initiatives.

Expected results at the end of the biennium

Diagnoses of strengths and weaknesses of national data production cycles improved

Performance indicators

- Data quality assessment framework (developed by UIS and the World Bank for education statistics) in four countries annually
- Support to countries in use of self-assessment tools
- Capacity-building components within sectoral development projects

Provision of technical advice to countries enhanced

<i>Performance indicators</i>
<ul style="list-style-type: none">■ Data plans on education statistics in 12 countries annually■ National site visits in 20 countries annually■ Number of national statisticians and policy-planners trained on education and S&T data collection instruments and statistical analysis through regional workshops

Cooperation strengthened with other development agencies in statistical capacity-building and reinforced networks of countries, experts and institutions

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none">■ Four regional networks established to assist in LAMP implementation	<i>– in 2008 there was one regional network</i>
<ul style="list-style-type: none">■ Two African regional higher education institutes collaborating with UIS in training and technical assistance activities	

Main line of action 4: Monitoring and analysis of cross-national data

- 06016** Given the time and expense involved in collecting data, UIS must ensure that their availability is exploited as fully as possible. The Institute will continue to work in partnership with a wide range of other researchers and data users in order to analyse and interpret cross-national data. It will also maintain key publications that provide initial data analysis and raise the profile of key indicators.
- 06017** The UIS mandate includes professional advice and quality assurance of statistical data in key UNESCO publications across all sectors to ensure that UNESCO policy is based on sound international data. The Institute will collaborate in key international publications of other agencies by providing analysis derived from its databases. Furthermore, UIS will issue its own reports to identify key issues to the international community.
- 06018** Where appropriate, UIS contributions will include time series analysis and projections in order to inform policy-makers of anticipated trends and scenarios. These publications will be especially important in measuring progress towards MDGs, EFA, and other international targets.

■ Expected results at the end of the biennium

UIS programme of research and analysis maintained and improved, adding value to UNESCO data

Performance indicators

- Number of global and regional statistical reports, thematic analyses and other products
- Number of analytical contributions to *EFA Global Monitoring Report*, Millennium Development Goals Report, UNESCO global reports and other statistical reviews

Guidance and support provided in the interpretation and use of cross-nationally comparable statistics in the fields of UNESCO's mandate

Performance indicators

- Assistance to regional agencies in their use of UIS data dissemination
- Number of technical publications and guidelines for the use of data

Intersectoral platforms

07001 The intersectoral and interdisciplinary dimensions of UNESCO's action are reflected in the translation of the strategic programme objectives of document 34 C/4 into 12 intersectoral platforms, which were launched during the biennium 2008-2009. The intersectoral platforms are conceived as a modality to enhance the quality, coherence and relevance of UNESCO's programme design and delivery. By delivering action in a concerted multi-sector manner, the Organization can capitalize on one of its principal comparative advantages in the multilateral system. Moreover, the platforms provide a gateway for delivering as "One UNESCO" at the global, country and regional levels, working across sectoral frontiers, based on commonly defined objectives, jointly agreed strategies and platform-specific results.

07002 These 12 intersectoral platforms will continue to be implemented during the 2010-2011 biennium, drawing upon the results achieved and lessons learned during the current biennium, as well as responding to the directives by the Executive Board at its 180th session on the preparation of draft document 35 C/5. To clarify the focus and intent of the various platforms, however, it is proposed for document 35 C/5 that a distinction be made between coordinating and thematic intersectoral platforms.

07003 Coordinating intersectoral platforms, on the one hand, shall bring together the totality of action by all parts of the Organization addressing the needs of a given region or group of countries with specific distinctive features. These platforms are expected to ensure the pursuit of commonly agreed strategies and jointly defined expected results and to manage activities on the basis of sector-specific financial allocations. Thematic intersectoral platforms, on the other hand, will focus on specific themes or subjects, coordinating, steering and guiding the work of the programme sectors within the framework of an agreed joint strategy with commonly defined expected results and specific financial allocations from the sectors or field offices involved. All platforms are expected to draw on contributions both from Headquarters and from field offices. Mechanisms for enhanced effective cooperation with the field offices, particularly in articulating how the platforms can provide targeted assistance and input to common country programming exercises will also be developed. All platforms are directed to place emphasis on building capacities and providing policy advice and on addressing the two global priorities of the Organization – Africa and Gender Equality.

07004 As regards budgetary resources, the activities of each platform are funded by each programme sector involved and detailed reports thereon will be provided in the biannual statutory reports (EX/4 documents). To ensure a sufficient volume of funds for the agreed activities during the 2010-2011 biennium, programme sectors are expected to contribute not less than the resources envisaged and provided for in the 34 C/5 biennium. Intersectoral platforms are also encouraged to mobilize extrabudgetary resources for their activities. Furthermore, each Platform Manager is being requested to envisage an evaluation of their respective platform's activities.

07005 The proposed three coordinating intersectoral platforms comprise:

- (a) Priority Africa – coordinating and monitoring the plan of action to benefit Africa – with input from all sectors, led by ADG/AFR;

- (b) Contribution to the implementation of the Mauritius Programme of Action for the Sustainable Development of Small Island Developing States (SIDS) – with input from all sectors, led by ADG/SC;
- (c) Support to countries in post-conflict and post-disaster situations – with input from all sectors, led by DDG.

07006

The proposed nine thematic-based intersectoral platforms comprise:

- (a) Science education – with inputs from MPs I, II, III and IV, led by ADG/SC;
- (b) HIV/AIDS – with inputs from all sectors, led by ADG/ED;
- (c) Education for sustainable development – with inputs from all sectors, led by ADG/ED;
- (d) Fostering ICT-enhanced learning – with input from MPs I and V, led by ADG/CI;
- (e) Strengthening national research systems – with input from MPs I, II, III and V, led by ADG/SHS;
- (f) Languages and multilingualism – with input from all sectors, led by ADG/CLT;
- (g) Contributing to the dialogue among civilizations and a culture of peace – with input from all sectors, led by ADG/CLT;
- (h) UNESCO action to address climate change – with input from all sectors, led by ADG/IOC;
- (i) Foresight and anticipation – with input from all sectors, led by ADG/BSP.

07007

The agreed strategies and expected results for the three proposed coordinating platforms are as follows:

- (a) *Priority Africa – Coordinating and monitoring the Plan of Action to benefit Africa*

07008

Priority Africa, the regionally oriented intersectoral platform, is designed to play a key part in driving forward support for the African subregional and regional integration process and for activities contributing to regional integration in the Organization's fields of competence. During the 2008-2009 biennium, the Platform's strategies, bodies, working methods, scope and activities were established and gradually adapted.

07009

The Platform will enter its operational phase in 2010-2011 and will aim to: (i) provide, as a frame of reference for its action, the decisions and governance texts of the African Union (AU) and Regional Economic Communities (RECs) as regards the promotion of regional integration in UNESCO's various fields of competence, in particular the Plan of Action for the Second Decade of Education for Africa (2006-2015); Africa's Science and Technology Consolidated Plan of Action and the Plan of Action for Cultural Industries in Africa; and decisions on the links between education and culture, peace and security, and the environment; and (ii) create conditions for an optimal implementation of the commitments made by the Organization to African bodies with regard to each of the above-mentioned texts/decisions.

07010

To this end it shall ensure, in terms of programme and budget, the mobilization of programme sectors and external partners and the involvement of the relevant African bodies for activities that are highly conducive to the design and sustainable construction of regional integration. The Priority Africa platform should thus play a role in supporting existing activities, in giving momentum to new activities and in identifying projects that might be launched by the programme sectors. The Executive Board itself, in 179 EX/Decision 16 (II and III), has accordingly assigned to the platform a role in the follow-up to decisions on the extension of the African continental shelf and on the Regional Post-Graduate Training School on Integrated Management of Tropical Forests and Lands (ERAIFT).

Accordingly, the platform shall:

- in the field of **education**, attach particular importance to the Second Decade of Education for Africa with the threefold aim of: (i) providing better training for more teachers; (ii) reducing the number of illiterates; and (iii) strengthening/establishing centres of excellence/UNESCO Chairs, particularly in areas that are of strategic importance for the development of Africa;
- in the field of **culture**, contribute to the second phase of the General History of Africa and to the achievement of new areas of emphasis in the Slave Route project through the production of school textbooks, educational materials, an atlas and maps illustrating Africa's contributions to the civilization of humanity, respectively; it shall likewise promote the potential of cultural and creative industries in terms of convergences and social and economic integration;
- in the field of the **sciences**, encourage to the mobilization and participation of African bodies and stakeholders, external partners and field offices in Africa in implementing the following three sustainable flagship projects: (i) capacity-building in science policy, so that the largest possible number of African States may have at their disposal a strategic framework for their scientific development and the local expertise required for its implementation; (ii) science and engineering education designed to ensure that a critical mass of scientists emerges in Africa, as required for its scientific "take-off"; and (iii) the virtual campus network established to offset the lack of science teachers by providing distance education through the networking of virtual centres on the continent;
- in regard to the **environment**, participate (i) in the institutional, educational and geographical strengthening of ERAIFT and (ii) in introducing and developing inter-university networks that provide education and services in coastal expertise and support requests for the extension of the African continental shelf;
- in regard to the consolidation of peace and preventive management, provide support, in particular, for the forum for a future of peace in the Horn of Africa through research activities and the introduction of mechanisms for preventive peace management.

■ Expected results at the end of the biennium

- Intersectoral approach to the problems of regional integration in Africa strengthened
- Involvement of African integration bodies in supportive action initiated by UNESCO expanded and consolidated

(b) *Contribution to the implementation of the Mauritius Programme of Action for the Sustainable Development of Small Island Developing States (SIDS)*

Providing the framework for UNESCO's consolidated contribution to the implementation of the Mauritius Strategy, the intersectoral platform will pursue an integrated approach to sustainable island living and development, emphasizing interregional linkages and cooperation. Action in support of SIDS will aim mainly at the promotion and development of quality education focused particularly on addressing SIDS issues and needs, the adoption of evidence-based policies for sustainable development and their translation into effective on-the-ground practice, and the safeguarding of tangible and intangible heritage.

■ Expected results at the end of the biennium

- Key SIDS-relevant issues – e.g. climate change, indigenous knowledge and linkages between biological and cultural diversity – integrated into education and awareness programmes and policies as a contribution to UNDESD
- SIDS Member States assisted in formulating and implementing policy frameworks, modalities and tools for sustainable island living

- Integrated policies and practices for the safeguarding and management of natural and cultural heritage developed, shared and applied within and across SIDS regions
- Participatory mechanisms and community networks for the development of programmes and policies related to sustainable development strengthened, with particular focus on youth empowerment, access to knowledge, and the role of ICTs

(c) *Support to countries in post-conflict and post-disaster situations*

07013

The platform, involving all five major programmes, will be the framework for operational assistance to countries affected by conflicts and disasters, from immediate relief and early recovery to longer-term reconstruction and development by:

- providing upstream policy advice and capacity-building to restore national planning and management capacities to cope with challenges;
- supporting dialogue, confidence-building and reconciliation efforts, in particular by providing local and national policy-makers with evidence based research and analysis as well as with a platform for policy debate and dialogue to refine reconciliation and reconstruction options and to reinforce national ownership;
- empowering local communities to participate in peace processes and responding to their need to access critical information;
- supporting professional communities, according to their specific needs.

07014

The human and institutional dimensions of relief, recovery and reconstruction processes will be at the heart of UNESCO's response. The platform's priority will be to meet needs related to disrupted or dysfunctional educational, cultural and media services, to confront conflict and disaster-related trauma and to address threats to cultural and biological diversity resulting from conflicts or natural disasters. When supporting post-conflict recovery and reconstruction processes, special attention will be given to the root causes of conflict and to the facilitation of national dialogue and reconciliation efforts, so as to mitigate the risk of a relapse back into conflict. In the context of post-disaster situations, support will be provided for the full integration of disaster prevention into recovery and reconstruction efforts, notably by promoting more early warning systems worldwide.

07015

At the global level, the platform will advocate for the recognition of UNESCO's role within the overall United Nations coordination machinery through participation in United Nations integrated post-conflict and post-disaster responses, in particular with respect to common needs assessments; OCHA consolidated appeals; strategic and programmatic frameworks as well as funding mechanisms. It will seek to strengthen cooperation with regional intergovernmental organizations and develop strategic partnerships with NGOs and professional associations involved in peace-building efforts.

07016

At the operational level, the platform supports field offices in their post-conflict and post-disaster response by coordinating programme support, providing proper infrastructures and facilitating administrative mechanisms and arrangements.

07017

At the internal level, the platform will seek to engage central services concerned in the review of the administrative procedures for PCPD situations with a view to introducing streamlined processes.

07018

Action will be articulated around five main thrusts:

- reconstruction of education systems;

- providing advice and expertise in conflict resolution pertaining to natural resource management and to disaster prevention and mitigation efforts, particularly on how to integrate early warning systems into post-conflict and disaster responses;
- supporting the revitalization of in-country research facilities, policy formulation, implementation and monitoring in the various fields of the natural, social and human sciences;
- protecting damaged cultural and natural heritage, including emergency consolidation/rehabilitation of damaged cultural heritage sites and institutions as well as the safeguarding of endangered intangible cultural heritage;
- strengthening the role of communication and information in fostering mutual understanding, peace-building and reconstruction, providing access to humanitarian information in disaster environments, promoting the development of institutional and human capacities for the development of sustained free, independent and pluralistic media and strengthening the safety of media professionals.

■ Expected results at the end of the biennium

- Participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, OCHA consolidated appeals, strategic and programmatic frameworks as well as funding mechanisms
- Effective post-conflict and post-disaster operations put in place, with proper infrastructures and administrative mechanisms
- Advisory services provided on natural resource management and the revitalization of institutions in post-conflict and post-disaster affected countries
- Framework and strategies for the safeguarding and protection of damaged cultural heritage, including intangible heritage, developed with a view to sustaining peace and social cohesion processes
- Post-trauma healing of children and youth supported through activities focusing on the arts and on sports
- Evidence-based analysis and tools provided to policy-makers on how to promote cultural pluralism, intercultural dialogue and reconciliation
- Networks for media professionals promoted and professional standards and self-regulatory mechanisms in post-conflict environments enhanced
- Capacity for media to report on peace-building, conflict resolution and disaster awareness enhanced
- Safety of media professionals enhanced
- Access to humanitarian information in disaster environments improved
- Cultural diversity, dialogue and intangible heritage promoted through media and ICTs
- Improved national/local planning, management and reform capacity for sustained and equitable country-led recovery and reconstruction in UNESCO's fields of competence
- Reduced vulnerability vis-à-vis recurrence of disasters as a result of expanded early warning systems in disaster-torn countries

07019

The agreed strategies and expected results for the nine thematic intersectoral platforms are as follows:

(a) *Science education*

07020

The Intersectoral Platform on Science Education is concerned with science, technology, engineering and mathematics (STEM) education for sustainable development and poverty eradication and promotes the development of requisite capacities. The objective of the platform is to contribute to increasing science, engineering and technology literacy. Furthermore, it aims at enabling developing countries to build a critical mass of scientists, researchers and engineers. Interdisciplinary actions will be intensified

in priority areas identified by Member States, especially those related to science education curriculum reform, science and mathematics pre-service and in-service teacher training, science and engineering teaching and learning materials, education on ethics of science and technology, participation of girls and women in science education and access to scientific information through the media. Activities will be implemented in close collaboration with science and education decentralized field networks, including the UNESCO category 1 institutes, in particular IICBA, IBE and ICTP.

■ Expected results at the end of the biennium

- Framework of overall science education strategy developed based on an analysis of data on the state of science and mathematics education in Member States
- Member States assisted in integrating science journalism as a competency in journalism education programmes, and science content in public service broadcast media increased
- Teaching of ethics of science and technology, in particular bioethics, promoted and incorporated in university curricula

(b) *HIV and AIDS*

07021 UNESCO is supporting efforts towards universal access to comprehensive HIV prevention programmes, treatment, care and support. This is in the framework of MDG 6 on HIV and AIDS – namely, to halt the epidemic and to begin reversing it by 2015. To this end, UNESCO is well placed to address the complex challenges of this epidemic through a holistic approach involving all UNESCO sectors. This involves supporting improved coordination and harmonization, especially at the country level where the response to HIV and AIDS constitutes a high-priority component of joint programme efforts by several United Nations system organizations and other partners.

07022 The HIV and AIDS intersectoral platform receives substantial contributions from all five major programmes as well as relevant central services, with global coordination based within the Education Sector. UNESCO's Global Coordinator on HIV and AIDS represents all of UNESCO's sectors at UNAIDS meetings and has responsibility for reporting back to UNAIDS Cosponsors on agreed areas of work and outcomes.

07023 Four regional HIV and AIDS advisers – based in Johannesburg (at the UNAIDS Regional Support Team office), and UNESCO's regional and cluster offices in Bangkok, Moscow and Santiago – started work in 2008, and have a major role in developing programming within UNESCO's strategy. This includes intersectoral programming, articulating and communicating UNESCO's role and impact, generating further resources to support this work, and supporting national colleagues and partners. In 2010-2011, UNESCO will work to expand its capacity at national level to respond to HIV and AIDS.

07024 UNESCO works closely with the UNAIDS Cosponsors, which define commonly agreed outcomes and an agreed division of labour and ensure harmonized action at the country level. The areas in which UNESCO plays a "lead" or "main partner role" are:

- prevention for young people in educational institutions (lead role);
- HIV and AIDS governance and mainstreaming (main partner role);
- strategic planning and human resource development (main partner role);
- HIV and AIDS workplace policies (main partner role);
- provision of HIV information and education in non-formal settings (main partner role);
- overall monitoring and evaluation (main partner role);

- dietary and nutritional support on HIV and AIDS (main partner role);
- addressing HIV among displaced populations (main partner role); and
- strategic information-sharing and accountability (main partner role).

07025

UNESCO receives a significant amount of extrabudgetary funds for its activities through the Unified Budget and Workplan (UBW) of UNAIDS. The majority of UBW funds are distributed following recommendations from an Intersectoral Task Team, including a small mid-biennium fund for “Late Breaker” projects to respond to emerging needs.

07026

Over half of UNESCO’s work on HIV and AIDS is focused on three main areas, to:

1. Strengthen national capacities for the design, implementation and assessment of rights-based education, communication and information for universal access;
2. Develop, disseminate and support the use of evidence-based policies and practices on HIV and education; and
3. Enhance coordinated action among education stakeholders through key inter-agency efforts such as EDUCAIDS and the UNAIDS Inter-Agency Task Team (IATT) on Education.

07027

EFA is unachievable without addressing the impact of HIV and AIDS. Through EDUCAIDS, UNESCO and its partners support countries to implement comprehensive, scaled-up educational programmes on HIV and AIDS that cover: content, curriculum and learning materials; educator training and support; policy management and systems; and that ensure quality and the full utilization of approaches and entry points, through both formal and non-formal education. Its aims are promoted through greater collaboration among UNAIDS Cosponsors and key stakeholders, including national authorities, ministries (education, social welfare, health, labour and others), bilateral agencies and civil society groups at the country level. UNESCO also has a particular focus on scaling up HIV prevention through combined approaches, including comprehensive education on sex, relationships and HIV/STIs. National education sector responses to HIV and AIDS are prioritized at all levels, using all modalities and involving the continuum from prevention to treatment, care and support towards universal access.

07028

All sectors/major programmes contribute to strengthening and complementing education sector policies and practices, through: (i) capacity-building of scientists in universities and research institutions to work on HIV and AIDS and dissemination of scientific information; (ii) action against discrimination affecting persons living with HIV and AIDS, particularly through the capacity-building of young people and the strengthening of policies and practices of local governments; (iii) the development of gender-sensitive and culturally sensitive responses; and (iv) the design and implementation of information and communication strategies that focus on prevention activities and capacity-building of information and media professionals.

Expected results at the end of the biennium

- Capacities of Member States enhanced to design, implement and assess rights-based education, communication and information for universal access, taking sociocultural factors into account
- Multidisciplinary and intersectoral responses of Member States promoted to develop, disseminate and support the use of evidence-based policies and practices on HIV and education

- Access to good-quality HIV and AIDS learning opportunities expanded, particularly for marginalized and excluded populations, to reduce stigma and discrimination while respecting human rights, cultural diversity and gender equality

(c) *Education for sustainable development*

07029

Quality education must meet the needs of learners for them to cope with today's challenges and to build a safer and more sustainable world. Education that does not integrate the principles, values and practices of sustainable development will fall short of this goal. Understanding and addressing global issues that concern sustainability are at the centre of ESD. These issues relate to the three spheres of sustainable development: environment, society, and economy, with culture as an underlying dimension. They include, but are not limited to, such issues as water, biodiversity, skills training, human rights, gender equality, peace and human security, poverty reduction, corporate social responsibility and accountability, migration, climate change, intercultural dialogue, and urbanization. Educating to deal with such complex issues involves several disciplines and requires broad efforts from many sectors of society.¹

07030

Recognizing the importance of an interdisciplinary approach to ESD, UNESCO has been leading the United Nations Decade of Education for Sustainable Development (DESD, 2005-2014) and implementing the UNESCO Action Plan for DESD. Since its launch in 2008, the ESD Intersectoral Platform has strengthened UNESCO's internal coordination mechanisms created to harmonize UNESCO's role as a lead implementer of DESD.

07031

Education is central to sustainable development, especially through the promotion of knowledge, skills and values that are necessary for its realization. Education must play a key role in fostering the values that underpin sustainable development, such as: respect for the dignity and human rights of all people; respect for the human rights of future generations; respect and care for the greater community; and respect for cultural diversity.² The ESD Intersectoral Platform has proven to be of valuable assistance in encouraging an ESD approach in a number of areas of UNESCO's work.

07032

Building on these achievements, the ESD Intersectoral Platform will continue its work in the areas of policy dialogue, capacity development, knowledge enhancement, and awareness-raising, while giving greater emphasis to generating genuine intersectorality. The platform recognizes the serious challenges posed by the global financial crisis, climate change, the energy crisis, increased migration and food shortages, as well as the significant implications these have for efforts to achieve sustainable development and equitable growth. The platform is further expected to contribute to the Organization's strategic response to these global challenges.

07033

Support to efforts at the country and regional levels, which are firmly anchored in international development frameworks, including the Millennium Development Goals (MDGs), and in mechanisms of United Nations collaboration, will be continued. Some cases have been reported that show how an intersectoral approach has helped to mobilize partners at the field level. These experiences will be widely shared to scale up country level implementation.

07034

The Education Sector will continue to lead the ESD Intersectoral Platform by stimulating and supporting intersectoral activities, by maintaining a strong focus on the educational aspects of sustainable development, and by promoting the exchange of information and expertise across the sectors. It will coordinate the efforts of other sectors in ESD-related areas including water resources, biosphere reserves,

¹ United Nations Decade of Education for Sustainable Development (2005-2014): International Implementation Scheme, UNESCO, 2005.

² Framework for the UNDESD International Implementation Scheme, UNESCO, 2006.

cultural diversity, World Heritage and media as well as emerging ethical and social challenges facing development processes. UNESCO will assist in reorienting education programmes and in improving the wider public's understanding of these issues so as to contribute to a better, safer and more sustainable world. This includes:

- facilitating policy dialogue on ESD;
- training stakeholders in ESD;
- developing teaching guidelines, curriculum support tools, and learning materials on ESD-related issues;
- documenting innovative experiences and good practices; and
- reinforcing partnerships with civil society, the private sector and governments.

Expected results at the end of the biennium

- Policy dialogue on ESD supported and strengthened through joint sectoral activities that take account of scientific principles, culture and communication as well as respect for cultural diversity, gender equality and the human rights dimensions of ESD
- Capacities of Member States and stakeholders enhanced to integrate sustainable development issues and practices into all types and levels of education
- Knowledge on ESD enhanced through the exchange of innovative experiences and through the documentation and dissemination of lessons learned
- Awareness of sustainable development among all types of stakeholders raised through ESD and their contribution to the DESD heightened

(d) Fostering ICT-enhanced learning

07035

This Intersectoral Platform will involve three major programmes, Education, Science and Communication and Information, that will work towards the inclusion of all learners through information and communication technologies (ICTs), the reinforcement of quality education and training for all, and lifelong learning through the innovative integration of locally relevant ICTs into teaching and learning processes. This shall include Open Access modalities by building communities of practice, global digital libraries and resource centres and digital learning tools. In general, the educational value of alternative and ICT applications shall be explored.

07036

The three sectors agreed to demonstrate a model of intersectoral cooperation by applying a phased partnership-building strategy and by using technology to enhance efficient interaction, knowledge sharing and cooperation within UNESCO. The clarification of each sector's role and effective modalities of cooperation shall bring about the emergence of an "intersectoral team of excellence" possessing truly complementary assets and skills and thereby contributing to building the right mix of human, institutional and technology bridges.

07037

The strategy will focus on creating synergies, maximizing the use of existing assets, avoiding duplication and reducing costs by enhancing collaboration with respect to ongoing sectoral activities. The potential of multi-purpose community-based centres, such as Community Learning Centres (CLCs) and Community Multimedia Centres (CMCs) and Virtual Campuses as knowledge providers and tools for development and poverty eradication, will be fully explored. In this context, new approaches will be devised which encourage lifelong learning opportunities, create and reinforce literate environments, foster income-generating activities and possibly train teachers.

07038

The development of such new approaches to knowledge dissemination and utilization will include new models of open and distance learning (ODL) benefiting lifelong learning. The strategy will focus on fostering the use of ICTs in teaching and learning, including the establishment of standards to strengthen ICT competencies for teachers and researchers and the development of strategies and best practices, resources and capacities for integrating Free and Open Source Software (FOSS) and open educational resources (OER) in learning processes. This platform will further underpin UNESCO's role as global facilitator for the implementation of the World Summit on the Information Society (WSIS) Action Line C7 "E-learning".

■ Expected results at the end of the biennium

- Capacity of ministries and quality of teacher training institutions strengthened to offer ICT-based teacher education, including through the introduction of ICT competency standards
- Access to education and learning in Member States expanded through ICT tools
- Information literacy, teacher training and lifelong learning opportunities expanded through multipurpose community-based centres
- Education/training "communities of practice" formed to build knowledge and access to open and diverse educational resources at all levels, including open access to scientific information
- Digital libraries of open educational resources (e.g. open courseware and digital learning objects) developed for quality lifelong learning
- Role of ICTs in support of the six EFA goals reinforced

(e) *Strengthening national research systems*

07039

The Intersectoral Platform involves four major programmes (I, II, III and V) and the UNESCO Institute for Statistics (UIS). It draws initially on the experience of its major programmes in supporting Member States in reviewing and strengthening national research capacities in UNESCO's fields of competence. The platform will progressively include contributions of the UNITWIN/UNESCO Chairs programme, the results of the UNESCO-supported policy dialogue and capacity-building for the formulation of national science, technology and innovation policies, the strengthening of research-policy linkages in the field of social and human science policy elaboration, the efforts to build knowledge societies and the implementation of relevant recommendations of the UNESCO World Report on Knowledge Societies.

07040

The platform will strengthen UNESCO's contribution to integrated approaches facilitating the creation and strengthening of national research systems, linked with the development and implementation of broad science and innovation policies and a strengthening of higher education institutions, particularly in the least developed countries. It will also identify and respond to national priority needs of developing and least developed countries, with emphasis on the integration of national research systems in UNESCO's fields of competence and science policies into an overall national strategy for poverty eradication and sustainable development. It will build on the outcomes of three major conferences: the UNESCO World Conference on Higher Education 2009: the New Dynamics of Higher Education and Research for Societal Change and Development; the World Science Forum 2009: Budapest+10; and the World Social Science Forum 2009: One Planet – Worlds Apart. Furthermore, the platform will promote enhanced cooperation and networking with other United Nations entities and regional organizations, such as the African Union, that are committed to strengthening science, technology and innovation strategies, and the development of requisite national capacities in UNESCO's fields of competence.

07041 Emphasis will be placed on the contribution of national research systems to social development. Actions relating to the ethics of science and technology will also be integrated into the institutional framework of national research systems, in cooperation with existing national ethics and research committees.

07042 Top priority will be given to Africa and action will be undertaken in collaboration with partners such as regional networks, relevant UNESCO Chairs and National Commissions.

07043 The purpose of the platform is to provide Member States with support for improving their own national research systems and to develop strategic policy recommendations in UNESCO's fields of competence in order to strengthen their development prospects on the basis of stronger research and science capacities.

07044 The objectives of the platform are to:

- achieve a common methodology on the basis of an integrated approach of the Organization to review national research systems in developing countries;
- implement country reviews that cover higher education and research in the natural sciences as well as in the social and human sciences, taking into account the increased need for research-policy linkages, ethics of science and the impact of science and research on development.

■ **Expected results at the end of the biennium**

- Research capacities enhanced in developing countries focusing on the contribution of research to achieving internationally agreed development goals
- National research and knowledge management in science, technology and innovation strengthened and related capacities created
- Links between policy-making bodies, higher education and research institutions, and educational and developmental practices strengthened
- Research capacities of UNITWIN/UNESCO Chairs in selected least developed countries enhanced, including through triangular South-South-North cooperation
- Scientific research enhanced through integration of ICTs

(f) Languages and multilingualism

07045 Languages, with their complex implications for identity, communication, social integration, education and development, are situated at the heart of UNESCO's mission and objectives.

07046 As in the previous biennium, the Intersectoral Platform for Languages and Multilingualism (IPLM) will continue to offer a privileged space for internal communication exchange and information-sharing across all major programmes, both from sectoral and intersectoral perspectives.

07047 Based on the principles enshrined in or derived from the Organization's normative tools and policy guidelines related to languages and multilingualism, the platform's activities at sectoral level will draw on inputs as follows: MP I – support national language policies and strategies promoting mother-tongue-based multilingual approaches in formal and non-formal education and in literacy programmes; MP II – recognition of languages as vehicles for transmission of local and indigenous knowledge on issues related to natural resource management and sustainable development; MP III – enhancement of the human rights-based approach to issues related to languages and multilingualism, migrations, in particular in urban contexts and the roles of languages and translation in intercultural dialogue; MP IV – promotion of cultural and linguistic diversity and intercultural dialogue; preservation of endangered languages,

especially through the publication and regular updating of a new edition of the UNESCO Atlas of the World's Languages in Danger; and promotion of multilingualism, especially in creative industries; MP V – promotion of linguistic diversity in cyberspace and multilingual access to digital resources through policy advice for the development of multilingual content and for the inclusion and use of new languages in cyberspace.

07048

At the intersectoral level, the platform members will cooperate to (a) monitor the implementation of international and national language policies worldwide; (b) produce public information, advocacy and awareness-raising tools or events, including the organization of the International Mother Language Day (21 February) and the regular updating of the UNESCO website on languages and multilingualism; (c) to promote multilingual approaches to cross-cutting issues; and (d) to support the development and the monitoring of coherent multilingual regional and national language policies, in particular through the development of a toolkit for policy-makers and assessment of existing relevant standard-setting instruments.

Objective 1: Monitor the implementation of international and national language policies worldwide through existing tools (Atlas of Endangered Languages and EFA Monitoring Report).

■ **Expected result at the end of the biennium**

- Implementation of policies based on UNESCO publications facilitated and measured

Objective 2: Support the development and the monitoring of coherent multilingual regional and national language policies, in particular through the development of a toolkit for policy-makers and assessment of existing relevant standard-setting instruments.

■ **Expected result at the end of the biennium**

- Formulation and implementation of language policies in favour of multilingualism improved

Objective 3: Promoting multilingual approaches to cross-cutting issues through public information, advocacy and awareness-raising tools or events, including the organization of International Mother Language Day (21 February) and the regular updating of the UNESCO website on languages and multilingualism.

■ **Expected result at the end of the biennium**

- Awareness raised on the importance of multilingual approaches in all domains of language use

(g) *Contributing to the Dialogue among Civilizations and Cultures and a Culture of Peace*

07049

In the past decade, UNESCO has been at the forefront of international efforts to strengthen dialogue among civilizations and cultures and a culture of peace. Based on its many years of experience with far-reaching dialogue initiatives, such as the Routes and General Histories projects, the Organization distanced itself from the notion of a “clash of civilizations” in the mid-1990s, proposing a more dynamic and

interactive framework for cultural encounters and exchanges – a perspective rooted as well in historical facts. The year 2001 was celebrated as the United Nations Year of Dialogue among Civilizations, and in November 2001 the General Assembly adopted the “Global Agenda for Dialogue among Civilizations” (Resolution 56/6), assigning UNESCO a lead role within the United Nations system. In addition, UNESCO has a lead role in implementing the “International Decade for a Culture of Peace and Non-Violence for the Children of the World” (2001-2010) and its Programme of Action.

07050

The Global Agenda, to some extent also a response to the events of 11 September 2001, sets out the frame for future action, emphasizing that dialogue among cultures and civilizations is a process aimed at attaining justice, equality and tolerance in people-to-people relationships and aimed at bridging the worldwide gap in knowledge about other civilizations, cultures and societies.

07051

UNESCO subsequently fine-tuned its approach to the dialogue among civilizations and cultures, testing certain perspectives in a series of international conferences that culminated in the adoption by the General Conference of 32 C/Resolution 47 “New perspectives in UNESCO’s activities pertaining to the dialogue among civilizations and cultures”. These new perspectives were particularly well captured in the Rabat Commitment, adopted in June 2005, which set out a series of concrete and practical actions in UNESCO programme-related areas. These in turn were further sharpened in the 2006 intersectoral “Plan of Action for the Promotion of the Dialogue among Peoples and UNESCO’s contribution to international action against terrorism” (174 EX/5 Add. 2).

07052

In 2007, the General Conference adopted the Medium-Term Strategy (2008-2013) structured around five overarching objectives, one of which is “Fostering cultural diversity, intercultural dialogue and a culture of peace”. This objective reflects UNESCO’s comparative advantage in the promotion of cultural diversity and its corollary, dialogue.

07053

The Copenhagen Conference on “Education for Intercultural Understanding and Dialogue” (21-22 October 2008), a follow-up to the Rabat Commitment, underscored, among others, that a more inclusive and integrated approach based on cooperation and dialogue at all levels of human relations, be they intergovernmental, international, or interpersonal must therefore be pursued. Intercultural tensions, stereotypes, prejudice and identity-based conflict should be addressed by further encouraging mutual understanding and greater knowledge of the “Other”, and by providing specific platforms for cooperation across cultural boundaries, with a particular focus on young people, as key agents of change.

07054

Based on the experiences and results of the intersectoral efforts during 2008-2009 (34 C/5 para. 08013), and the related Action Plan setting out strategies in the short and medium term (website: <http://www.unesco.org/culture/en/dialogue/>), the focus will continue to be on a limited set of objectives, which imply intersectoral collaboration with realistically obtainable results, rather than encompassing everything that the Organization is doing in the area of dialogue among civilizations and cultures.

07055

Finally, during the biennium 2010-2011, the work of the intersectoral platform will be complemented by collaboration with the Alliance of Civilizations (AoC), as set out in a “Memorandum of Understanding” between UNESCO and AoC signed on 15 January 2008 in Madrid, Spain. This Memorandum describes four specific areas for the development of joint projects and activities that have been taken into account in framing the objectives of the intersectoral platform. Financial resources mobilized in the context of that Memorandum will continue to strengthen the platform and its implementation.

Objective 1: Promotion and exploitation of the Regional Histories: CLT (lead), ED, SHS, CI, SC.

The preparation and production of guides and materials to popularize the content of the Histories will be continued. Efforts will be made to implement some of the recommendations endorsed by the round table held in October 2009 and attended by the chairpersons of the scientific committees of the six Histories, the volume editors and the authors, who discussed ways and means of making better use of the volumes of the Histories. Emphasis will be laid on a cross-referenced reading of the History of Humanity. The digitization and posting online of the volumes of the collections will be continued. After the necessary consultations, the content of the three components on African history that will be included in the curricula of primary and secondary schools in Africa will be developed on the basis of the General History of Africa. Supporting material (atlas and teacher's guides), provided for under this project, will also be prepared.

■ **Expected results at the end of the biennium**

- Educational use of the results of the cross-referenced reading of the History of Humanity
- Content of three components and guides based on the General History of Africa developed
- Other regional Histories popularized and used

Objective 2: Development of inter-cultural skills and a culture of peace: ED (lead), CLT, CI.

Member States will be assisted in elaborating policies for building, among diverse parties (youth, students, teachers, media professionals, heritage workers, private sector, etc.), the skills necessary for living together beyond differences of culture, language, belief and religion and to develop a culture of peace. Based upon the results of the investigation on intercultural competencies, materials will be developed that support policy formulation and educational activities in formal and informal settings. These tools and materials will be widely distributed among Member States and UNESCO partners.

■ **Expected results at the end of the biennium**

- Policies and tools related to intercultural skills produced
- Policies and tools promoted and applied

Objective 3: Engaging new voices in interfaith dialogue: CLT (lead), ED, SC and SHS.

Specific recommendations made by youth organizations and youth experts to validate the results of the study (launched in the context of the intersectoral platform), on the good practices by and for youth in promoting interreligious dialogue, will be implemented with a view to enhancing the role of youth in interreligious dialogue. In parallel, an interregional study on methodologies, practices and tools developed by and for women to promote dialogue about religious issues will be undertaken. Based on the enhanced understanding of the practices among youth through activities launched during 2008-2009, a broadened view of interreligious activities by women in the different regions will be sought during the 2010-2011 biennium. Building on the results of these two studies, focus will be on the creation and consolidation of networks of youth and women's organizations involved in the promotion of inter-religious dialogue.

Expected results at the end of the biennium

- Role of youth in interreligious dialogue enhanced through implementation of concrete projects
- Collection of methodologies, practices and tools developed by and for women to promote dialogue about religions
- Creation/consolidation of networks of youth and women promoting interreligious dialogue

Objective 4: The Media and the fostering of a dialogue and mutual understanding: CI (lead) with CLT and SC.

The Power of Peace Network provides the online platform for the dissemination and exchange of ideas and material generated in the context of the platform. It will provide access to material produced on regional histories, provide a forum for the exchange of ideas on the principal elements relevant for policy-making that fosters a dialogue for mutual understanding and supports interreligious dialogue. In its own right, PPN will develop a university-level curriculum for peace and conflict studies focusing on the role of the media. In keeping with the online nature of PPN, the curriculum will be available for any institution with Internet access and will be updated in a Wiki-approach, whereby users contribute and edit the curriculum.

Expected results at the end of the biennium

- Variety of materials, including regional histories and recommendations from youth organizations, made available on PPN website
- Interactive online forum created through PPN website for information exchange and policy discussions fostering dialogue for mutual understanding
- Peace and conflict studies curriculum updated and revised in a Wiki-format and made available for distribution through PPN

(h) UNESCO action to address climate change

07056

The intersectoral platform focusing on the implementation of the UNESCO Strategy for Action on Climate Change covering the next biennium is being presented to the Board at its 181st session. The objectives of the Plan are twofold: the sound and unbiased generation and use of data, information and research concerning climate change (the knowledge base); and the promotion of the mitigation of and adaptation to climate change, notably through enhanced education and public awareness.

07057

The Plan identifies high-impact intersectoral projects for extrabudgetary funding, suggests ways to enhance UNESCO's visibility and participation in international efforts, and proposes actions for making UNESCO more climate/carbon neutral. The intersectoral platform on climate change has already helped to gain recognition of UNESCO's contributions within the overall United Nations response to climate change. UNESCO with its IOC is now jointly leading, together with WMO, United Nations system-wide efforts in the area of climate knowledge, science, assessment, monitoring and early warning.

07058

In line with the Strategy, activities will mainly target Africa, and SIDS and will also address gender equality issues.

■ Expected results at the end of the biennium

- Quality, coherence and relevance of the Organization's programme delivery in the area of climate change enhanced
- Knowledge base relating to climate change science, assessment, monitoring and early warning strengthened
- Capacity-building and awareness-raising programmes towards climate change mitigation and adaptation promoted and supported
- Progress made towards a carbon/climate-neutral UNESCO

(i) *Foresight and anticipation*

07059 The intersectoral platform on foresight and anticipation is conceived to: (i) enhance the linkage between UNESCO's programme and policy priorities and foresight activities as defined in documents 34 C/4 and 34 C/5; (ii) identify emerging challenges and themes of strategic relevance to UNESCO; and (iii) design modalities for action that make a substantive impact.

07060 During the biennium, the activities of the intersectoral platform will focus on UNESCO's sectoral programme priorities and will build on the orientations and modalities of the foresight programme in BSP. Africa and gender equality, as the two global priorities of the Organization, will be given due emphasis and reflection in the platform activities.

07061 In general, the intersectoral platform aims at increasing awareness of foresight issues in the entire Organization – particularly in the Secretariat and the Member States. In order to promote new approaches guiding programme delivery and future programming, the platform will seek to reinforce interaction between UNESCO's programmes, strategic priorities and foresight activities and it will endeavour to integrate foresight and anticipation dimensions pertaining to UNESCO's fields of competence into strategic planning.

07062 Interdisciplinary seminars and conferences with a global scope, including the new UNESCO Future Forum series, will be organized (i) to foster the reflection on key future-oriented challenges in the domains of the Organization, and (ii) to provide the Member States, the Secretariat, the media, NGOs and the public at large with information on those issues.

07063 Such events will be scheduled for Headquarters and field locations in various regions of the world and, whenever possible, in accordance with the calendar of major events and international conferences organized by UNESCO, the United Nations and the international community. The design, preparation and implementation of such international seminars and conferences will be carried out by the intersectoral platform in close collaboration with the involved programme sectors.

07064 The results and recommendations of activities by the platform will be disseminated through a dedicated UNESCO portal website and through networks and partners in the field of future-oriented thinking.

■ Expected results at the end of the biennium

- Awareness of foreseeable orientations and emerging challenges in UNESCO's fields of competence among staff and other stakeholders raised
- Foresight and anticipation dimensions pertaining to UNESCO's fields of competence integrated into strategic planning and the Secretariat's capacity to identify emerging trends and challenges in UNESCO's fields of competence reinforced
- Results of events organized by the intersectoral platform widely disseminated, including through a dedicated website

07065

As regards the organizational arrangements for the various platforms, the organizational structure and practices will remain the same as those established during the 2008-2009 biennium. Each platform will be led by a sector ADG, or in one special case by the DDG, as indicated earlier. These lead ADGs will chair a steering committee with senior-level representatives of all other Sectors involved that will act as an oversight mechanism and meet periodically to give strategic support and guidance to the platform activities. This includes sharing of experiences, avoidance of overlap, monitoring and reporting on progress achieved as well as resolving any operational difficulties encountered.

07066

The lead ADG will be supported by a platform manager who will be responsible to him or her for coordinating all substantive input and operational requirements for planning, implementation and reporting. This can be supported, where feasible, by regular meetings of focal points representing the participating sectors, field offices and category 1 institutes. The College of ADGs will regularly review the progress made by the various platforms.

07067

The Bureau of Strategic Planning will continue to provide overall coordination and guidance on the development and implementation of the platforms, ensuring that there are opportunities for the cross-fertilization of ideas and experiences among the platforms.

Field – Management of decentralized programmes

Field

Regular Budget								Total 35 C/5 Revised	Extra- budgetary Resources ⁽¹⁾
34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ Technical adjustments				
\$	\$	\$	\$	\$	\$	\$	\$		
Field – Staff	45 473 600	50 750 900	–	50 750 900	52 300	5 386 200	56 189 400	1 312 900	

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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.

REGULAR BUDGET BREAKDOWN BY REGION						
Region	34 C/5 Approved as adjusted		35 C/5 Revised Regular Budget		Variation 35 C/5 Revised vs. 34 C/5 Approved as adjusted	
	\$	% weight	\$	% weight	\$	%
Africa	12 569 100	24.8	15 261 000	27.2	2 691 900	21.4
Arab States	7 303 200	14.4	9 340 300	16.6	2 037 100	27.9
Asia and the Pacific	12 777 100	25.2	14 363 400	25.6	1 586 300	12.4
Europe and North America	5 878 300	11.6	3 739 800	6.7	(2 138 500)	(36.4)
Latin America and the Caribbean	12 223 200	24.1	13 484 900	24.0	1 261 700	10.3
TOTAL	50 750 900	100.0	56 189 400	100.0	5 438 500	10.7

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE						
Region	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/ NPO	GS/L	Total	ADG/D/P/ NPO	GS/L	Total
Africa	28	74	102	33	87	120
Arab States	17	39	56	18	47	65
Asia and the Pacific	25	90	115	26	95	121
Europe and North America	11	26	37	6	9	15
Latin America and the Caribbean	22	66	88	22	70	92
TOTAL Posts funded from regular budget	103	295	398	105	308	413
TOTAL Posts funded from Programme Support Cost (PSC) income	3	–	3	4	–	4
GRAND TOTAL	106	295	401	109	308	417

08001

Field offices plan and implement the Organization's programmes and actions at country and regional levels, and are accountable to the programme sector ADGs for decentralized programme delivery, impact and performance results and for decentralized programme resources (finance and staffing). They are also tasked with promoting the visibility of UNESCO's action in Member States.

08002

They maintain close consultations with National Commissions, line ministries and other local partners and stakeholders, including representatives of civil society, for identifying priority areas of action of relevance to the respective Member States and designing appropriate strategies. As part of UNESCO's engagement in United Nations system-wide coherence and effectiveness at the country level, they work closely with representatives of other United Nations organizations within the framework of the United Nations Country Teams (UNCTs), advocating for relevant strategies in common country-level programming exercises and leveraging expertise in UNESCO's domains, both in countries where UNESCO is physically present and in countries where it has non-resident status. In 2010 and 2011, UNESCO field offices will participate in the elaboration of more than 40 United Nations Development Assistance Frameworks (UNDAFs), in the implementation of relevant joint programmes contained in the eight One Programmes approved by the governments of the eight "Delivering as One" pilot countries and in other new generation UNDAFs approved during 2008 and 2009 as well as in joint projects funded under the various thematic windows of the Spain/UNDP Millennium Development Goals Achievement Fund (MDG-F). To this end, field offices receive overall strategic guidance from BSP and programme sectors, as well as technical backstopping from the latter as required.

08003

Field offices are responsible for mobilizing extrabudgetary resources in consonance with the Organization's strategic programme objectives and priorities, and in coordination with the United Nations Resident Coordinators at country level. They receive appropriate support and guidance to this effect from ERC/CFS.

08004

The Bureau of Field Coordination (BFC) assures the overall coordination and management of the infrastructure, administrative and support services of the network of field offices. It also provides guidance, or facilitates it, on corresponding harmonization efforts by UNCTs, such as common services, alignment of administrative practices and, when appropriate, common premises. BFC supervises the Directors and Heads of offices who report to it on the use of operating and security costs, and overall office and human resources management. Management and support staff are attached to BFC (see Part III.B – Field Management and Coordination).

II.B – Programme-related services

Part II.B – 1

Regular Budget								
	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers In/ (Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ Technical Adjustments	Total 35 C/5 Revised	Extra- budgetary Resources ⁽¹⁾
	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 1 Coordination and monitoring of action to benefit Africa								
Activities	1 103 000	1 103 000	–	1 103 000	(86 100)	27 500	1 044 400	2 500 000
Staff	3 552 100	3 463 000	–	3 463 000	45 500	123 400	3 631 900	361 300
Total, Chapter 1	4 655 100	4 566 000	–	4 566 000	(40 600)	150 900	4 676 300	2 861 300
Chapter 2 Public information								
Activities	2 565 800	2 565 800	–	2 565 800	(536 800)	54 700	2 083 700	–
Staff	11 247 700	10 885 600	276 500	11 162 100	(13 400)	439 400	11 588 100	1 283 200
Total, Chapter 2	13 813 500	13 451 400	276 500	13 727 900	(550 200)	494 100	13 671 800	1 283 200
Chapter 3 Strategic planning and programme monitoring⁽²⁾								
Activities	935 800	935 800	626 000	1 561 800	(164 500)	37 700	1 435 000	200 000
Staff	4 991 500	4 814 100	1 267 800	6 081 900	67 000	196 100	6 345 000	358 400
Total, Chapter 3	5 927 300	5 749 900	1 893 800	7 643 700	(97 500)	233 800	7 780 000	558 400
Chapter 4 Budget planning and management								
Activities	593 300	593 300	–	593 300	(99 900)	14 300	507 700	–
Staff	4 278 000	4 130 100	–	4 130 100	–	202 100	4 332 200	3 106 800
Total, Chapter 4	4 871 300	4 723 400	–	4 723 400	(99 900)	216 400	4 839 900	3 106 800
Chapter 5 Anticipation and foresight								
Activities	426 000	426 000	(426 000)	–	–	–	–	–
Staff	929 300	897 300	(897 300)	–	–	–	–	–
Total, Chapter 5	1 355 300	1 323 300	(1 323 300)	–	–	–	–	–
Total, Activities	5 623 900	5 623 900	200 000	5 823 900	(887 300)	134 200	5 070 800	2 700 000
Total, Staff	24 998 600	24 190 100	647 000	24 837 100	99 100	961 000	25 897 200	5 109 700
Total, Part II.B	30 622 500	29 814 000	847 000	30 661 000	(788 200)	1 095 200	30 968 000	7 809 700

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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) Includes the integration of Anticipation and Foresight into Strategic planning and programme monitoring as per DG Blue Note referenced DG/Note/08/43.

Part II.B – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Programme-related services	34 C/5 Approved as adjusted			35 C/5 Revised		
	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	1	–	1
Public Information						
Regular budget Headquarters	26	30	56	26	31	57
Regular budget field	1	–	1	1	–	1
Other funding sources	2	4	6	2	3	5
Strategic planning and programme monitoring						
Regular budget Headquarters	16	7	23	18	7	25
Other funding sources	1	–	1	1	–	1
Budget planning and management						
Regular budget Headquarters	14	5	19	14	5	19
Other funding sources	5	4	9	8	5	13
TOTAL Part II.B						
Total, regular budget Headquarters	64	48	112	66	49	115
Total, regular budget field	3	–	3	3	–	3
Total, Regular budget	67	48	115	69	49	118
Total, Other funding sources	9	8	17	12	8	20
GRAND TOTAL	76	56	132	81	57	138

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

Items of Expenditure	Regular Budget		Total 35 C/5 Revised	Extrabudgetary resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
Chapter 1	Coordination and monitoring of action to benefit Africa			
I. Staff (established posts)		3 631 900	3 631 900	361 300
II. Other costs:				2 500 000
Temporary assistance	250 100		250 100	–
Overtime	70 000		70 000	–
Participants (delegates) travel	39 400		39 400	–
Staff travel on official business	158 600		158 600	–
Contractual services	98 900		98 900	–
General operating expenses	187 600		187 600	–
Supplies and materials	40 600		40 600	–
Furniture and equipment	28 600		28 600	–
Other expenditure	170 600		170 600	–
	Total, Chapter 1	1 044 400	3 631 900	2 861 300
Chapter 2	Public Information			
I. Staff (established posts)		11 588 100	11 588 100	1 283 200
II. Other costs:				
Temporary assistance	221 600		221 600	–
Overtime	1 500		1 500	–
Participants (delegates) travel	3 600		3 600	–
Staff travel on official business	134 900		134 900	–
Contractual services	1 151 400		1 151 400	–
General operating expenses	406 700		406 700	–
Supplies and materials	95 400		95 400	–
Furniture and equipment	68 600		68 600	–
	Total, Chapter 2	2 083 700	11 588 100	1 283 200

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

Items of Expenditure		Regular Budget			Extrabudgetary resources ⁽¹⁾
		Activities	Staff	Total 35 C/5 Revised	
		\$	\$	\$	\$
Chapter 3	Strategic planning and programme monitoring				
	I. Staff (established posts)		6 345 000	6 345 000	358 400
	II. Other costs:				200 000
	Temporary assistance	246 300		246 300	–
	Participants (delegates) travel	44 300		44 300	–
	Staff travel on official business	369 500		369 500	–
	Contractual services	415 700		415 700	–
	General operating expenses	154 700		154 700	–
	Supplies and materials	92 500		92 500	–
	Furniture and equipment	44 300		44 300	–
	Other expenditure	67 700		67 700	–
	Total, Chapter 3	1 435 000	6 345 000	7 780 000	558 400
Chapter 4	Budget planning and management				
	I. Staff (established posts)		4 332 200	4 332 200	3 106 800
	II. Other costs:				
	Temporary assistance	4 000		4 000	–
	Overtime	3 000		3 000	–
	Staff travel on official business	45 000		45 000	–
	Contractual services	384 200		384 200	–
	General operating expenses	20 000		20 000	–
	Supplies and materials	21 500		21 500	–
	Furniture and equipment	30 000		30 000	–
	Total, Chapter 4	507 700	4 332 200	4 839 900	3 106 800
	Total, Part II.B	5 070 800	25 897 200	30 968 000	7 809 700

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

Chapter 1 – Coordination and monitoring of action to benefit Africa

Unit responsible: Africa Department (AFR)

09101 The Africa Department (AFR) is the focal point for all questions relating to Africa, and is responsible for advising the Director-General thereon. It has responsibilities both as a central service and with regard to the programme. Its principal missions are to:

- work to strengthen cooperation between the Organization and its African Member States, both individually and jointly, through the African Union (AU) and the Regional Economic Communities (RECs);
- ensure that the AU and the New Partnership for Africa's Development (NEPAD) priorities, including MDG-related needs, are taken into account in the Organization's fields of competence;
- monitor the implementation of the Africa programme and progress made in achieving the medium-term objectives identified for Africa through a distinct coordinating and monitoring mechanism;
- help countries in post-crisis and post-conflict or post-disaster reconstruction situations to meet their needs in UNESCO's fields of competence, in particular through the Programme of Education for Emergencies and Reconstruction (PEER);
- ensure intersectoral coordination of initiatives relating to cross-cutting issues and themes concerning Africa, and its subregions through the intersectoral platform Priority Africa.

09102 In its efforts to promote, coordinate and monitor action for Africa, the Department will promote an intersectoral and interdisciplinary approach that will draw on the exigencies of regional integration articulated by the African Union, including through its programme, the New Partnership for Africa's Development (NEPAD) and subregional organizations. Special attention will be given to mobilizing UNESCO's contribution to the implementation of AU/NEPAD sectoral action plans on education, culture, science and technology, environment, and its frameworks of action for youth and women. The Department will also see to it that the recommendations of the UNESCO Committee for NEPAD and of the Forum of the Regional and Sub-Regional African Organisations in support of cooperation between UNESCO and NEPAD (FOSRASUN) are taken into account in UNESCO's activities.

09103 The Department will support the development and implementation of programmes to benefit Africa aimed at building institutional capacities and developing human resources and skills. In this regard, special attention will be paid to strengthening intersectoral cooperation and inter-agency coordination (with the Commission of the African Union, the Regional Economic Communities (RECs), the Regional Integration Organizations (RIOs) and so on). As gender equality is central to the achievement of the Millennium Development Goals, the building of women's capacities in all of UNESCO's fields of action will also be promoted. Furthermore, the Department will promote and support the development of networks and centres of excellence subregionally and regionally through specialized institutions such as the UNESCO International Institute for Capacity-Building in Africa (IICBA) – a category 1 institute, the International Centre for Girls' and Women's Education in Africa (CIEFFA) and other centres/institutes under UNESCO auspices (category 2), the School of African Heritage (EPA) and the African Academy of Languages (ACALAN), thus contributing to regional integration. To this end, the Department will also promote systematic support for regional initiatives and events (FESPACO, FESMAN, FESPAD, FESPAM, FIMA, FITHEB, MASA, SIAO and others) as factors of integration. Special attention will be paid to building the capacities of regional organizations and specialized African agencies responsible for coordinating AU/NEPAD programmes at continental and regional levels.

09104 The Department will represent the Organization within the United Nations Regional Coordination Mechanism in order to support the implementation of the AU/NEPAD programme and will pay particular attention to the coordination of thematic groups for which UNESCO has responsibility, within the framework of the United Nations “Delivering as One” initiative.

09105 The Department will also facilitate UNESCO’s participation in joint programming exercises in the field with United Nations teams and other international development partners, if need be.

09106 As international support is crucial to the achievement of AU/NEPAD objectives, even though primary responsibility rests with African Member States, the Department will also foster and advocate greater involvement by multilateral, bilateral and private stakeholders in all of the Organization’s activities in Africa. Use of the cooperation and partnership frameworks established by African States with Asia, Latin America and the European Union will be encouraged, as will broader participation by civil society and non-governmental organizations (NGOs) in existing or future partnerships. The Department will also support efforts to strengthen Africa’s relations with its diaspora, in particular, efforts to strengthen the diaspora’s scientific, intellectual and artistic contribution to the development of the continent.

09107 In regard to the Organization’s support for African countries in post-crisis and post-conflict or post-disaster situations, the Department will coordinate the Organization’s initiatives and the work of task forces established by the Director-General and will follow up their recommendations. It will participate in the work of the intersectoral platform for support to countries in post-conflict and post-disaster situations and ensure that the specific needs of the continent are taken into account. It will coordinate situation assessment and will supervise the Organization’s response while ensuring harmony with the AU’s framework of action for post-conflict reconstruction and development and relevant decisions by the AU and its Peace and Security Council (PSC). To ensure consistency and complementarity in the action taken by the various partners in the field, the Department will also coordinate UNESCO’s action with that of other United Nations system agencies. The PEER Programme will be provided with greater resources in order to improve its response to the continent’s growing needs for emergency education, in close cooperation with the Regional Bureau for Education in Africa (BREDA).

09108 In addition to its role as lead unit and coordinator of the Priority Africa intersectoral platform, the Department will ensure that Africa’s priority is taken into account in the various intersectoral platforms.

09109 Lastly, the Department will endeavour, in cooperation with the Secretariat as a whole, both at Headquarters and in the field, to make the Organization’s action to benefit Africa more visible, including for the general public.

09110 Expected results at the end of the biennium

Development of relations with African Member States strengthened, through their Permanent Delegations, National Commissions, groups of African Member States within UNESCO, the United Nations and the African Union (AU), the Regional Economic Communities (RECs) and Regional Integration Organizations (RIOs)

- Greater financial support regionally and nationally for programmes developed and supported by UNESCO;

- Number of joint initiatives with the Africa Group at UNESCO;
- Ratification by the African Member States of the conventions drawn up by UNESCO;
- Holding of joint committee meetings with the AU, RECs, organization of meetings of FOSRASUN and of the UNESCO Committee for NEPAD, and monitoring of the implementation of their recommendations.

Development priorities of African Member States relating to the Organization's various fields of competence, and, in particular, the AU/NEPAD sectoral action plans, reflected in UNESCO's programming and in the joint programming of the United Nations system at country level

- Effective participation in and contribution to the United Nations Regional Coordination Mechanism;
- Number of joint regional initiatives with the AU, RECs and RIOs;
- Initiatives/activities with the programme sectors, in particular, within the intersectoral framework;
- Backstopping provided for joint programmes with other United Nations system organizations in the context of joint United Nations programming exercises in Africa.

Creation and implementation of new partnerships with multilateral and bilateral organizations and with the private sector

- Contribution made to mobilization of extrabudgetary funds in support of UNESCO's strategic objectives and programme priorities for Africa;
- Partnerships and funding sources further diversified;
- Monitoring of partnerships and existing frameworks (TICAD IV, China-Africa, EU-Africa, India-Africa, and others).

Assistance provided for the implementation of joint activities in cooperation with United Nations partners and, in particular, the United Nations High Commissioner for Refugees (UNHCR), the African regional organizations in all post-crisis African countries, at their request, in particular through the Programme of Emergency Education and Reconstruction (PEER)

- Number of joint initiatives between PEER, the field offices, IICBA and the National Commissions;
- Number of joint initiatives with the organizations of the United Nations system.

Action coordinated and communication and interaction improved between UNESCO Headquarters and field offices in Africa and the African National Commissions

- Database on cooperation activities with African Member States rigorously maintained and constantly updated;
- Number of joint initiatives with the National Commissions.

Awareness of the Organization's action to benefit Africa improved

- Number of communications/publications on UNESCO's initiatives and achievements in Africa produced or supported and widely disseminated;
- Increase in the number of visits to UNESCO's Africa portal, as the primary gateway to information on Africa in UNESCO's fields of competence;
- Implementation of information activities on the Organization's cooperation with Africa (exhibitions) at Headquarters and in the field in order to promote awareness of the Organization's action;
- Coverage of UNESCO action in and for Africa by international and African media.

Chapter 2 – Public information

Unit responsible: Bureau of Public Information (BPI)

- 09201** Increasing the visibility of the Organization continues to be the primary public information goal. The purpose of such information is to bring the Organization's ideals, projects and achievements to the notice of various sections of the public. It thus helps to disseminate knowledge gained from the Organization's activities, increase its repute and encourage partnerships with public and private stakeholders.
- 09202** In view of their content and target audience, information activities are closely linked to programme priorities and deal mainly with specific initiatives and achievements that are regarded as particularly representative of the Organization's action.
- 09203** Public information must help to enhance the image of the Organization participating in the United Nations family's collective effort ("Delivering as One"), while highlighting its specific characteristics and added value.
- 09204** A comprehensive communication plan for the entire Organization identifies the priority information themes, events illustrating these themes, their implementation schedule for the entire biennium, the goals pursued and the ways and means of using various information media and products (Internet portal, media, publications, events and so on).
- 09205** The communication plan must include, in a concerted manner, activities initiated at Headquarters and those that must be scheduled and carried out in the field, in cooperation, in particular, with UNESCO offices and National Commissions. Training and coordination activities will be organized with the offices and National Commissions in order to implement the communication plan in the field.
- 09206** The Internet portal (www.unesco.org) has become the Organization's main information instrument in terms of both the quantity of information disseminated and the diversity and size of the audience reached. Multilingual content development remains a key to increasing the number of users of the portal worldwide and, thus, to the dissemination of information. Such development will depend on available resources. The development of the portal into a multimedia platform integrating various information products (text, photographs and audiovisual programmes) must be continued, making use of the most recent technologies.

09207

The Organization's image and visibility within the general public are contingent primarily on the mass media, namely the press and television. However, the distinction between the two traditional media is gradually being blurred by the online press. BPI and the Office of the Spokeswoman of the Director-General, the only services authorized to handle contacts with the press, cooperate closely on information intended for the media.

09208

To strengthen the Organization's media presence, a sustained effort is required, which may take several forms. Media mobilization also entails quality work and the selection of relevant subjects depending on their topicality and capacity to arouse the interest of public opinion. Action will be taken as follows:

- dissemination of media advisories, press releases and editorials (in several languages) on the most significant issues in the Organization's action; provision to journalists of synoptic reports, photographic material and "stories" illustrating programme priorities;
- provision to television corporations of audiovisual programmes on the Organization's best achievements;
- holding of briefings and press conferences, at Headquarters and in the field, on the occasion of major events (such as the submission of major reports and the award of UNESCO prizes) by mobilizing, if necessary, the Organization's celebrity partners (Goodwill Ambassadors, eminent persons in the world of culture and science, and others);
- holding of press seminars at Headquarters for groups of journalists from Member States (in collaboration with the respective National Commissions).

09209

Publications are an important medium for conveying information and projecting the Organization's image. Their production and dissemination are closely linked to programme activities. Implementation of the new publications policy will constitute a major activity aimed at producing, under strict quality control, a justified number of publications which will be consistent with programme priorities, better distributed and evaluated in regard to their readership impact. This activity requires joint action by BPI, the programme sectors, field offices and the various institutes (category 1).

09210

Action will be taken as follows:

- drafting of a publication and distribution plan 2010-2011;
- training of staff involved in the production of publications;
- monitoring of implementation of the plan by means of the appropriate management tool;
- compilation and updating of the register of copyright and related rights;
- strengthening of distribution and promotion activities;
- evaluation of the impact of publications.

09211

In cooperation with the programme sectors and public or private partners, BPI organizes cultural events (exhibitions, concerts and film screenings) and tours at Headquarters in order to enhance the Organization's image among the general public and the media. Subject to the availability of resources, priority will be given to events illustrating the programme priorities and themes contained in the communication plan.

09212

Internal communication is achieved primarily through four means of delivery, accessible to the Secretariat and the Permanent Delegations:

- the Intranet site, updated daily;

- the UNESCOMMUNICATION electronic mail (sent twice a week);
- the weekly information and discussion meetings “60 minutes to convince”, at which the various units present their activities and facilitate the internal dissemination of information relating to strategic questions and practical programme execution;
- Flash Info, produced by ODG/SPP, covering the activities of the Director-General.

09213

The name, acronym and logo of UNESCO are crucial to the Organization’s image and the way in which it is perceived by the public. It is important that they be used in accordance with the decisions of the governing bodies of the Organization and that such use be monitored regularly. In the case of partnerships, care will be taken to ensure that the name and logo of the Organization are only used for activities in line with its ideals and programmes.

09214

Expected results at the end of the biennium

A comprehensive communication plan drawn up and implemented for the entire Organization, setting out priority information themes (consistent with programme priorities), the events which illustrate them, their programming, the objectives pursued and the different communication media mobilized

Performance indicators

- Programming priorities included in the comprehensive communication plan and the implementation rate of the programmed activities
- Number of public information activities organized in the Member States, in coordination with the offices and the National Commissions and impact of these activities

Internet portal maintained and developed

Performance indicators

- Rise in the number of users of the Internet portal
- Degree of satisfaction of specific target groups (user surveys)
- Increase in the multilingual supply of the disseminated information

Print, audiovisual and online media mobilized

<i>Performance indicators</i>
<ul style="list-style-type: none">■ Number of articles, radio and television programmes devoted to UNESCO in the print, audiovisual and online media

New publications and distribution policy implemented

<i>Performance indicators</i>
<ul style="list-style-type: none">■ Elaboration of a publications plan consistent with programme priorities■ Implementation rate of the publications plan■ Distribution of publications by various means■ Qualitative evaluation by readers (through surveys)

Programme of cultural events organized

<i>Performance indicators</i>
<ul style="list-style-type: none">■ Number of events organized■ Number of participants■ Qualitative evaluation by organizers and participants

Internal communication developed

<i>Performance indicators</i>
<ul style="list-style-type: none">■ Number of internal information meetings held and number of units involved■ Number of UNESCOCOMMUNICATION bulletins made available online (Intranet)■ Degree of satisfaction of the staff (by survey)

<i>Performance indicators</i>

- | |
|--|
| <ul style="list-style-type: none">■ Quantitative and qualitative content of the impact reports |
|--|

Chapter 3 – Strategic planning and programme monitoring

Unit responsible: Bureau of Strategic Planning (BSP)

09301

The Bureau of Strategic Planning (BSP) is the Secretariat's central focal point for all programmatic and strategic issues and provides advice to the Director-General thereon. Under the authority of the Assistant Director-General for Strategic Planning (ADG/BSP), the Bureau is composed of the Division for Planning, Monitoring and Reporting (BSP/PMR), the Division for Gender Equality (BSP/GE) and the Section for Foresight. Principal responsibilities of the Bureau include:

- the preparation, together with the Bureau of the Budget and in close cooperation with all Secretariat units, of the biennial Programme and Budget of the Organization (36 C/5), ensuring compliance with the strategic objectives of document 34 C/4, pertinent regional priorities, the guidance provided by the governing bodies, the Director-General's directives and the principles of results-based planning and programming. Responsibility for the preparation of document C/5 entails, *inter alia*, preparing the preliminary proposals of the Director-General, analysing replies thereto from Member States, Associate Members, IGOs and NGOs, drawing up plans and guidelines for the preparation of the Draft Programme and Budget, providing advice and assisting sectors/bureaux in devising strategies and in articulating expected results, performance indicators and benchmarks at the various levels of programming, and ensuring that the results of evaluation activities are duly taken into account;
- review and assessment of the proposals for the complementary additional programme of extra-budgetary activities as to their programmatic coherence with the regular Programme and Budget;
- the RBM-based monitoring and assessment of the implementation of programme, including extra-budgetary activities, through regular reviews of the status of programme execution against the achievement of the 35 C/5 expected results and towards the expected outcomes of the Organization's Medium-Term Strategy (34 C/4);
- reporting on the implementation of the approved programme and its work plans to the governing bodies through the preparation of related statutory reports, such as the biennial C/3 document and the six-monthly EX/4 documents, focusing on progress made towards the achievement of the C/5 expected results;
- provision of strategic leadership and backstopping concerning UNESCO's participation in United Nations work and reform processes at global, regional and country levels, including for common country programming processes (especially for 2010-2011 UNDAF roll-out countries) and activities related to the Spain/UNDP MDG Achievement Fund (MDG-F). BSP furthermore administers the pooled portion of the 2% programme resources, designated by the Director-General to provide support and training to UNESCO field offices involved in the preparation of common country programming exercises;

- the identification of emerging trends and challenges likely to have an impact on UNESCO's fields of competence and recommendations related thereto, including the preparation of revisions to document 34 C/4, as may be required;
- measures to strengthen these functions, and thus programme delivery, include improving the methodology and instruments and providing the necessary training and capacity-building to programme managers.

09302

As the central coordinating and monitoring Secretariat unit for gender equality and women's empowerment issues, BSP promotes and monitors gender equality, which is one of the two global priorities in UNESCO's Medium-Term Strategy for 2008-2013 (34 C/4), ensuring that it is accorded priority at all stages of programme design, implementation, monitoring and evaluation for both regular and extra-budgetary activities, as stipulated in document 34 C/4. Such monitoring is carried out against the results-based "Priority Gender Equality Action Plan for 2008-2013", established in 2009 through a participatory approach and in close collaboration with all sectors, field offices, institutes and other partners. In this context, capacity-building efforts will be undertaken, in particular, gender mainstreaming training, which the Director-General has made mandatory for all staff.

09303

Following the integration of the Office of Foresight into BSP, the Bureau is also responsible for designing and integrating foresight and anticipation dimensions pertaining to UNESCO's fields of competence into strategic planning and to promote an intersectoral approach in that regard. BSP serves as lead for the intersectoral platform established in response to the resolution by the General Conference on anticipation and foresight, and will implement a number of initiatives emanating therefrom, including editions of the UNESCO Future Forum.

09304

BSP further serves as the Organization's focal point for promoting and monitoring programme activities pertaining to youth and least developed countries (LDCs), the latter in the context of the action of the United Nations system for the further implementation of the Programme of Action for LDCs during the period 2007-2010.

09305

In addition to these responsibilities, BSP defines and refines strategic approaches, provides guidance and overall coordination for the implementation of intersectoral platforms and coordinates activities relating to specific overarching and strategic themes, such as the dialogue among civilizations, cultures and peoples or the preparation of a draft integrated strategy for category 2 centres and institutes. It also develops approaches for other policy and strategic issues addressed by the College of ADGs and dedicated task forces established by the Director-General.

09306

BSP also leads and coordinates UNESCO's participation in and contribution to United Nations system inter-agency activities, in particular concerning global programme issues and the promotion of gender equality in programming, as well as in the framework of the "Delivering as One" United Nations reform approach globally, regionally and at the country level. It will provide guidance, training and backstopping to the Secretariat units on common country programming exercises (CCA, UNDAF, "Delivering as One" programmes, PRS, SWAp, JAS) and will undertake related capacity-training for Headquarters and field staff. BSP also provides support to field offices in the preparation of UNESCO Country Programming Documents (UCPDs). BSP is representing UNESCO in the programme-related activities and discussions of the Chief Executives Board for Coordination (CEB), especially in the context of its High-Level Committee on Programmes (HLCP) and of the United Nations Development Group (UNDG) as well as their subsidiary bodies, including the ADG/ASG-level UNDG Advisory Group and the activities of Regional Director Teams (RDTs), and other ad hoc inter-agency groups. BSP is further entrusted with the task of ensuring the integration of all the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs) and other pertinent provisions of the United Nations Millennium Declaration and the 2005 World Summit Outcome document into UNESCO's programme

activities as well as of managing the Organization's response to United Nations General Assembly resolution 62/208 on the 2007 Triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system. BSP is also charged with promoting the implementation of the Memorandum of Understanding (MoU) on a strategic partnership between UNDP and UNESCO and preparing strategic partnership MoUs with other United Nations system organizations, such as UNEP or UNFPA.

09307

BSP is also responsible for managing, jointly with BB and in collaboration with ADM/DIT, UNESCO's central programme management system (SISTER 2) and for making recommendations on change to and development of this tool to reinforce RBM practices. BSP further develops and conducts complementary staff training programmes in RBM, and especially results formulation, in order to build or strengthen the capacity of staff in results-based programming, management, monitoring and reporting.

09308

BSP is further entrusted with the responsibility for consulting with relevant United Nations agencies, National Commissions, and civil society organizations on their progress achieved in implementing the Programme of Action on a Culture of Peace during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), for which UNESCO has been designated by the United Nations General Assembly as lead agency, submitting this global progress report to the United Nations General Assembly, and organizing an event to mark the end of the Decade.

09309

BSP has been assigned the task of following up on the dissemination of the second UNESCO World Report and to initiate preparations for the next edition of the World Report.

09310

Expected results at the end of the biennium

- Programming, monitoring and reporting functions carried out in line with UNESCO's results-based and risk management approaches, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, actions and results identified in the Priority Gender Equality Action Plan as well as with the Director-General's directives;
- Gender equality and women's empowerment promoted in all UNESCO programmes through gender mainstreaming and gender-specific initiatives as defined in the Gender Equality Action Plan and requisite staff capacities built;
- The Organization's activities in the area of anticipation and foresight managed in an intersectoral manner, especially through the intersectoral platform, foresight dimensions integrated into strategic planning;
- Complementary additional programme of extrabudgetary activities assessed as to its programmatic coherence with the regular programme and budget;
- Statutory reports on programme execution prepared;
- Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes and strategic needs (e.g. dialogue among civilizations and cultures);
- UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and brought to bear at the country, regional and global (inter-agency) levels, including through the administration of the pooled portion of the 2% programme resources;
- Final report on the implementation of the Programme of Action on a Culture of Peace during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) prepared and an event marking the conclusion of the Decade organized;

- Analytical assessment provided on progress achieved, challenges faced and lessons learned in assisting the LDCs in implementing the United Nations system action plan for the further implementation of the Programme of Action for LDCs during the period 2007-2010.

Chapter 4 – Budget planning and management

Unit responsible: Bureau of the Budget (BB)

09401 The Bureau of the Budget (BB) is the focal point for all budgetary issues concerning the Organization. In this context the Bureau provides advice to the Director-General and acts as liaison to the various programme sectors, bureaux, offices and institutes, as well as with Member States and other outside bodies, as appropriate.

09402 The Bureau of the Budget is a programme-related service reporting directly to the Director-General.

09403 Many of the functions of the Bureau are of an ongoing and continuing nature, and include:

- overall responsibility, carried out jointly with the Bureau of Strategic Planning (BSP), for the preparation of the Programme and Budget of the Organization (C/5), in consultation with the programme sectors/bureaux/offices concerned;
- analysis and evaluation of work plans, and follow-on review of budgetary implementation to ensure that budget expenditure is in line with the work plans approved by the Director-General;
- monitoring and reporting on the budgetary execution of programme activities, whether financed from the regular programme or extrabudgetary resources;
- overall management of the budget of the Organization, with a centralized management of resources for staff expenditure;
- contributing to and implementing the Organization's internal control and risk management frameworks;
- co-management with BSP (and in cooperation with ADM/DIT) of the implementation of SISTER 2, with particular responsibility for the oversight of codification/retrieval of budgetary data from FABS;
- preparation of analytical documents for the governing bodies and internal management needs;
- Participation in all internal Secretariat groups and in relevant inter-agency committees, such as the High-level Committee on Management (HLCM) of the Chief Executives Board (CEB), whose deliberations have a financial implication for the budget of the Organization.

09404 Expected results at the end of the biennium

- Draft Programme and Budget for 2012-2013 (36 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- Programme and Budget for 2010-2011 (35 C/5) administered and monitored in accordance with the cost-effective use of budgetary resources, especially with regard to expenditure on travel, publications and contractual services;
- Budget information (regular programme and extrabudgetary funds) analysed and reported regularly to appropriate governing and oversight bodies;

- Financial and budgetary guidance provided on all matters and projects having a budgetary impact for the Organization, with particular emphasis on the implementation of the Organization's cost recovery policy and the harmonization of these policies with other United Nations system organizations;
- Training on budget management issues (including risk management, internal control and cost recovery policy) ensured for Secretariat staff.

II.C – Participation Programme and Fellowships

Part II.C – 1

Regular Budget								
	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative Transfers in/(out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ technical adjustments	Total 35 C/5 Revised	Extra-budgetary resources ⁽¹⁾
	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 1 Participation Programme⁽²⁾								
Activities	18 800 000	18 800 000	–	18 800 000	(548 500)	748 500	19 000 000	–
Operating costs	–	–	49 000	49 000	–	1 000	50 000	–
Staff	–	–	1 334 700	1 334 700	(439 400)	34 900	930 200	–
Total, Chapter 1	18 800 000	18 800 000	1 383 700	20 183 700	(987 900)	784 400	19 980 200	–
Chapter 2 Fellowships Programme								
Activities	1 136 700	1 136 700	–	1 136 700	–	28 800	1 165 500	2 786 500
Staff	639 200	622 700	–	622 700	58 200	14 600	695 500	638 400
Total, Chapter 2	1 775 900	1 759 400	–	1 759 400	58 200	43 400	1 861 000	3 424 900
Total, Activities	19 936 700	19 936 700	49 000	19 985 700	(548 500)	778 300	20 215 500	2 786 500
Total, Staff	639 200	622 700	1 334 700	1 957 400	(381 200)	49 500	1 625 700	638 400
Total, Part II.C	20 575 900	20 559 400	1 383 700	21 943 100	(929 700)	827 800	21 841 200	3 424 900

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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) Includes the integration of staff and operating budget for the Participation Programme.

Part II.C – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Participation Programme and Fellowships	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/ NPO	GS/L	Total	ADG/D/P/ NPO	GS/L	Total
Participation Programme						
Regular Budget Headquarters	2	6	8	1	5	6
Fellowships Programme						
RP Headquarters	–	5	5	–	5	5
Other funding sources	2	–	2	2	–	2
TOTAL Part II.C						
Total, Regular Budget Headquarters	2	11	13	1	10	11
Total, Regular Budget	2	11	13	1	10	11
Total, Other funding sources	2	–	2	2	–	2
GRAND TOTAL	4	11	15	3	10	13

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

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Activities	Staff	Total 35 C/5 Revised	
	\$	\$	\$	\$
Chapter 1 Participation Programme				
I. Staff (established posts)		930 200	930 200	–
II. Other costs:				
Temporary assistance	10 000		10 000	–
Staff travel on official business	13 000		13 000	–
Contractual services	9 000		9 000	–
General operating expenses	9 800		9 800	–
Supplies and materials	2 500		2 500	–
Furniture and equipment	5 700		5 700	–
Financial contributions	19 000 000		19 000 000	–
Total, Chapter 1	19 050 000	930 200	19 980 200	–
Chapter 2 Fellowships Programme				
I. Staff (established posts)		695 500	695 500	638 400
II. Other costs:				2 786 500
Staff travel on official business	6 500		6 500	–
Contractual services	5 500		5 500	–
General operating expenses	33 700		33 700	–
Supplies and materials	5 000		5 000	–
Furniture and equipment	9 700		9 700	–
Fellowships and study grants	1 105 100		1 105 100	–
Total, Chapter 2	1 165 500	695 500	1 861 000	3 424 900
Total, Part II.C	20 215 500	1 625 700	21 841 200	3 424 900

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

Chapter 1 – Participation Programme

Unit responsible: Sector for External Relations and Cooperation (ERC)

10101 The Participation Programme provides direct complementary assistance for initiatives undertaken by Member States and Associate Members in the Organization’s fields of competence, in line with the priorities that they determine. Such assistance under the Participation Programme is intended to promote national, subregional or interregional activities that fall within the strategic objectives and the biennial sectoral programme priorities of the Organization. It also strengthens partnership between the Organization and its Member States and between the Organization and international non-governmental organizations maintaining official relations with UNESCO.

10102 The Participation Programme and Fellowships Section, in close cooperation with the Bureau of the Comptroller (BOC), will continue efforts to obtain from the various beneficiaries of the programme – Member States, Associate Members and international non-governmental organizations – quality evaluation reports at the end of each project as well as record-keeping in order to ensure proper use of funds.

10103 Expected results at the end of the biennium

- Formulation, evaluation and follow-up of requests improved in such a way as to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5);
- Implementation of adjustable strategies to meet the special and urgent needs of some groups of countries with common characteristics improved;
- Accountability mechanisms strengthened to improve programme execution, management, monitoring and the flow of information to the Member States;
- Improved evaluation of the reports on results of activities supported;
- Image of the Organization and impact of its action enhanced.

Chapter 2 – Fellowships Programme

Unit responsible: Sector for External Relations and Cooperation (ERC)

10201 UNESCO will continue following a double-pronged strategy for fellowships as a modality to enhance capacity-building and human resources development in Member States. In the framework of the Fellowships Programme, short-term fellowships will be awarded in fields of study closely aligned to UNESCO’s priority programmes. Moreover, with a view to increasing the number of fellowship opportunities for developing countries and countries in transition, especially for least developed countries during the biennium, the Organization will adopt a proactive policy towards seeking and negotiating cost-sharing arrangements with interested donors under the Co-Sponsored Fellowships Programme. Efforts will be made to mobilize additional extrabudgetary resources through new partnerships with civil society, non-governmental organizations and the private sector. The Participation and Fellowships Programme Section will continue to administer fellowships, study and travel grants offered under regular programme and extrabudgetary activities. The Intersectoral Screening Committee, chaired by ADG/ERC, will ensure, when granting UNESCO fellowships, transparency, equitable geographical distribution and

conformity with the strategic objectives and programme priorities as defined in documents 34 C/4 and 35 C/5. Cooperation with the United Nations system will continue with a view to harmonizing policies, criteria and payments in the administration of fellowships and information-sharing on best practices.

10202

Expected results at the end of the biennium

- National capacities enhanced in areas of UNESCO programme priorities;
- Fellowship beneficiaries empowered in programme priority areas through sharing of knowledge and upgrading of skills at graduate and postgraduate levels;
- Thematic areas aligned to strategic programme objectives and biennial sectoral priorities;
- Fellowship opportunities increased through partnerships with Member States, civil society and non-governmental organizations;
- Fellowship policies, administration and procedures harmonized with those followed by the United Nations system.

Part III – Support for Programme Execution and Administration

Part III – 1

Regular Budget									
	34 C/5 Approved	34 C/5 Approved after IOC reduction	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ Technical Adjustments	Total 35 C/5 Revised	Extra- budgetary Resources ⁽¹⁾
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. External relations and cooperation									
Activities	3 130 600	3 088 500	3 088 500	(49 000)	3 039 500	(41 400)	78 600	3 076 700	319 700
Staff	16 433 900	16 433 900	15 975 100	(1 611 200)	14 363 900	(338 600)	565 000	14 590 300	5 625 900
Total, Part III.A	19 564 500	19 522 400	19 063 600	(1 660 200)	17 403 400	(380 000)	643 600	17 667 000	5 945 600
B. Field management and coordination									
Activities	19 642 100	19 590 000	19 590 000	–	19 590 000	(640 800)	1 304 200	20 253 400	450 000
Staff	4 536 700	4 536 700	4 379 500	(326 900)	4 052 600	105 800	146 600	4 305 000	219 800
Total, Part III.B	24 178 800	24 126 700	23 969 500	(326 900)	23 642 600	(535 000)	1 450 800	24 558 400	669 800
C. Human resources management									
Activities	16 953 300	16 881 200	16 881 200	–	16 881 200	(1 371 700)	509 000	16 018 500	–
Staff	16 553 200	16 553 200	16 014 500	–	16 014 500	89 200	612 000	16 715 700	500 000
Total, Part III.C	33 506 500	33 434 400	32 895 700	–	32 895 700	(1 282 500)	1 121 000	32 734 200	500 000
D. Accounting, treasury management and financial control									
Activities	2 684 100	2 660 300	2 660 300	–	2 660 300	(1 268 500)	37 600	1 429 400	–
Staff	8 359 500	8 359 500	8 070 400	149 400	8 219 800	544 100	343 500	9 107 400	1 827 200
Total, Part III.D	11 043 600	11 019 800	10 730 700	149 400	10 880 100	(724 400)	381 100	10 536 800	1 827 200
E. Administration									
Chapter 1 Administration coordination and support									
Activities	230 500	228 095	228 095	–	228 095	(15 195)	5 700	218 600	–
Staff	3 398 400	3 398 400	3 281 500	(149 400)	3 132 100	(45 600)	81 500	3 168 000	197 000
Chapter 2 Procurement									
Activities	72 000	71 395	71 395	–	71 395	(7 695)	1 700	65 400	–
Staff	2 590 100	2 531 100	2 448 000	–	2 448 000	35 200	99 100	2 582 300	770 500
Chapter 3 Information systems and telecommunications									
Activities	9 006 500	8 959 550	8 959 550	–	8 959 550	(2 921 450)	163 000	6 201 100	–
Staff	12 889 400	12 889 400	12 477 100	–	12 477 100	1 804 700	626 900	14 908 700	2 872 300

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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.

Regular Budget									Extra-budgetary Resources ⁽¹⁾
	34 C/5 Approved	34 C/5 Approved after IOC reduction	34 C/5 Approved based on revised standard costs	Comparative Transfers In/(Out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ Technical Adjustments	Total 35 C/5 Revised	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 4 Conferences, languages and documents									
Activities	2 852 800	2 822 940	2 822 940	–	2 822 940	(989 240)	49 500	1 883 200	1 000 000
Staff	21 744 500	21 744 500	21 042 200	–	21 042 200	129 800	711 400	21 883 400	1 484 000
Chapter 5 Common services, security, utilities and management of premises and equipment									
Activities	10 958 000	10 882 220	10 882 220	–	10 882 220	(383 920)	401 100	10 899 400	45 000
Staff	16 790 700	16 790 700	16 268 800	–	16 268 800	61 200	714 300	17 044 300	4 600 000
Chapter 6 Maintenance, conservation and renovation of Headquarters premises									
Activities	19 200 000	19 200 000	19 200 000	–	19 200 000	521 600	(648 200)	19 073 400	–
Total, Part III E – Activities	42 319 800	42 164 200	42 164 200	–	42 164 200	(3 795 900)	(27 200)	38 341 100	1 045 000
Total, Part III E- Staff	57 413 100	57 354 100	55 517 600	(149 400)	55 368 200	1 985 300	2 233 200	59 586 700	9 923 800
Total, Part III.E	99 732 900	99 518 300	97 681 800	(149 400)	97 532 400	(1 810 600)	2 206 000	97 927 800	10 968 800
Total, Part III	188 026 300	187 621 600	184 341 300	(1 987 100)	182 354 200	(4 732 500)	5 802 500	183 424 200	19 911 400

For detailed definition of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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 III – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Support for Programme Execution and Administration	34 C/5 Approved as adjusted			35 C/5 Revised		
	ADG/D/P/ NPO	GS/L	Total	ADG/D/P/ NPO	GS/L	Total
External relations and cooperation						
Regular budget (RP) Headquarters	35	34	69	33	32	65
RP Field	3	–	3	3	–	3
Other funding sources	13	7	20	13	8	21
Field management and coordination						
RP Headquarters	12	8	20	11	8	19
Other funding sources	1	–	1	1	–	1
Human resources management						
RP Headquarters	37	49	86	37	50	87
Other funding sources	1	1	2	1	1	2
Accounting, treasury management and financial control						
RP Headquarters	22	19	41	24	19	43
Other funding sources	3	6	9	3	6	9
Administration						
RP Headquarters	89	248	337	102	243	345
Other funding sources	12	40	52	12	40	52
TOTAL Part III						
Total, Regular budget Headquarters	195	358	553	207	352	559
Total, Regular budget Field	3	–	3	3	–	3
Total, Regular budget	198	358	556	210	352	562
Total, Other funding sources	30	54	84	30	55	85
GRAND TOTAL	228	412	640	240	407	647

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

Items of Expenditure	Regular Budget		Total 35 C/5 Revised	Extrabudgetary Resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
A. External relations and cooperation				
I. Staff (established posts)		14 590 300	14 590 300	5 625 900
II. Other costs:				319 700
Temporary assistance	291 300		291 300	–
Overtime	1 000		1 000	–
Participants (delegates) travel	680 000		680 000	–
Staff travel on official business	500 600		500 600	–
Contractual services	1 031 800		1 031 800	–
General operating expenses	300 000		300 000	–
Supplies and materials	71 200		71 200	–
Furniture and equipment	123 800		123 800	–
Other expenditure	77 000		77 000	–
Total, Part III.A	3 076 700	14 590 300	17 667 000	5 945 600
B. Field management and coordination				
1. Headquarters (HQ)				
I. Staff (established posts)		4 305 000	4 305 000	219 800
II. Other costs:				
Temporary assistance	25 000		25 000	–
Staff travel on official business	104 000		104 000	–
Contractual services	144 000		144 000	–
General operating expenses	60 000		60 000	–
Supplies and materials	20 000		20 000	–
Furniture and equipment	21 000		21 000	–
Other expenditure	14 200		14 200	–
Total, Part III. B.1	388 200	4 305 000	4 693 200	219 800
2. Field offices running costs				
Temporary assistance	4 221 600		4 221 600	–
Staff travel on official business	1 560 800		1 560 800	–
Contractual services	102 200		102 200	–
General operating expenses	10 601 100		10 601 100	450 000
Improvement of premises	84 300		84 300	–
Supplies and materials	994 600		994 600	–
Furniture and equipment	868 600		868 600	–
Other expenditure	132 000		132 000	–
Total, Part III.B.2	18 565 200		18 565 200	450 000
3. Sums administered by field management and coordination for reinforcement in field offices:				
UNESCO's participation in pilots for 'One UN' initiative	800 000		800 000	–
Administrative support for post conflict and post disaster	500 000		500 000	–
Total, Part III.B.3	1 300 000		1 300 000	–
Total, Part III.B	20 253 400	4 305 000	24 558 400	669 800
C. Human resources management				
I. Staff (established posts)		16 715 700	16 715 700	500 000
II. Other costs:				–
Temporary assistance	191 300		191 300	–
Overtime	3 800		3 800	–
Participants(delegates) travel	9 400		9 400	–
Staff travel on official business (ICSC, HLCM, etc.)	117 000		117 000	–
Contractual services	283 000		283 000	–
General operating expenses	88 100		88 100	–
Supplies and materials	24 500		24 500	–
Furniture and equipment	69 000		69 000	–
Other expenditure	31 500		31 500	–

(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 Revised	
	\$	\$	\$	\$
III. Sums administered by the Bureau of Human Resources Management on behalf of the Organization as a whole:				
Young Professionals Programme and recruitment activities	1 350 000		1 350 000	–
Training Budget	4 760 000		4 760 000	–
Contribution to MBF for Associate Participants and administrative costs	6 114 800		6 114 800	–
Staff Compensation Plan	129 600		129 600	–
Pension Fund Travel (UNJSPF)	25 800		25 800	–
Inter-Agency Games (Contribution for staff member's travel)	16 100		16 100	–
Contribution to Staff associations	72 400		72 400	–
Contribution to Association of Retired Staff Members (AAFU)	30 000		30 000	–
JCU (Children's club and Day Nursery)	270 000		270 000	–
MBF claims processing	2 300 000		2 300 000	–
STEPS	100 000		100 000	–
UNESCO Chorus	32 200		32 200	–
Total, Part III.C	16 018 500	16 715 700	32 734 200	500 000
D. Accounting, treasury management and financial control				
I. Staff (established posts)		9 107 400	9 107 400	1 827 200
II. Other costs:				–
Temporary assistance	19 100		19 100	–
Staff travel on official business	76 400		76 400	–
Contractual services	47 600		47 600	–
General operating expenses	31 300		31 300	–
III. Sums administered by the Bureau of the Comptroller on behalf of the Organization as a whole:				
Insurance premiums	875 000		875 000	–
IPSAS	150 000		150 000	–
Amortization of the UNESCO International Bureau of Education (IBE) building loan	230 000		230 000	–
Total, Part III.D	1 429 400	9 107 400	10 536 800	1 827 200
E. Administration				
Chapter 1 Administrative coordination and support				
I. Staff (established posts)		3 168 000	3 168 000	197 000
II. Other costs:				–
Temporary assistance	9 900		9 900	–
Staff travel on official business	14 300		14 300	–
Contractual services	24 000		24 000	–
General operating expenses	24 000		24 000	–
Supplies and materials	9 900		9 900	–
Furniture and equipment	7 900		7 900	–
Appeals Board	128 600		128 600	–
Total, Chapter 1	218 600	3 168 000	3 386 600	197 000
Chapter 2 Procurement				
I. Staff (established posts)		2 582 300	2 582 300	770 500
II. Other costs:				–
Temporary assistance	18 500		18 500	–
Staff travel on official business	14 000		14 000	–
Contractual services	1 000		1 000	–
General operating expenses	18 500		18 500	–
Supplies and materials	4 000		4 000	–
Furniture and equipment	9 400		9 400	–
Total, Chapter 2	65 400	2 582 300	2 647 700	770 500

(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 35 C/5 Revised	Extrabudgetary Resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
Chapter 3 Information systems and telecommunications				
I. Staff (established posts)		14 908 700	14 908 700	2 872 300
II. Other costs:				
Temporary assistance	344 800		344 800	–
Participants (delegates) travel	54 200		54 200	–
Staff travel on official business	147 800		147 800	–
Contractual services	504 700		504 700	–
General operating expenses	1 710 100		1 710 100	–
Supplies and materials	394 100		394 100	–
Furniture and equipment	961 400		961 400	–
Provisions for SISTER	689 600		689 600	–
Provision for FABS	1 394 400		1 394 400	–
Total , Chapter 3	6 201 100	14 908 700	21 109 800	2 872 300
Chapter 4 Conferences, languages and documents				
I. Staff (established posts)		21 883 400	21 883 400	1 484 000
II. Other costs:				1 000 000
Temporary assistance	523 000		523 000	–
Staff travel on official business	13 000		13 000	–
General operating expenses	1 002 400		1 002 400	–
Supplies and materials	49 200		49 200	–
Furniture and equipment	295 600		295 600	–
Total , Chapter 4	1 883 200	21 883 400	23 766 600	2 484 000
Chapter 5 Common services, security, utilities and management of premises and equipment				
I. Staff (established posts)		17 044 300	17 044 300	4 600 000
II. Other costs:				45 000
Temporary assistance	194 500		194 500	–
Overtime and night differential	659 900		659 900	–
Staff travel on official business	17 400		17 400	–
General operating expenses	51 200		51 200	–
Furniture and equipment	86 800		86 800	–
III. Sums administered by the Headquarters Division on behalf of the Organization as a whole:				
Equipment and Materials	171 000		171 000	–
Electricity	1 350 000		1 350 000	–
Heating	1 500 000		1 500 000	–
Water and compressed air	445 400		445 400	–
Taxes (sweeping and collection of refuse)	509 000		509 000	–
Maintenance contracts (including cleaning and hygiene) and other charges	3 083 300		3 083 300	–
Expedition charges	542 100		542 100	–
Headquarters Security	2 288 800		2 288 800	–
Total , Chapter 5	10 899 400	17 044 300	27 943 700	4 645 000
Chapter 6 Maintenance, conservation and renovation of Headquarters premises				
I. Other costs:				
Maintenance, conservation and renovation of buildings and infrastructures	5 289 400		5 289 400	–
Amortization of renovation plan loan	13 784 000		13 784 000	–
Total , Chapter 6	19 073 400		19 073 400	–
Total, Part III.E	38 341 100	59 586 700	97 927 800	10 968 800
Total, Part III	79 119 100	104 305 100	183 424 200	19 911 400

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

III.A – External relations and cooperation

Unit responsible: Sector for External Relations and Cooperation (ERC)

11001 UNESCO will continue to realize its priorities and goals by building close relations with its Member States, Associate Members, observers and territories; through partnership and engagement with the United Nations, its specialized agencies, programmes, funds and organs; and through collaboration with other international, intergovernmental, and non-governmental agencies and organizations. UNESCO will develop and expand these relations to secure the universal membership of the Organization and to realize effective international cooperation in all its fields of competence. UNESCO will work to develop a genuine “culture of partnership”, involving civil society actors, to enhance the impact of its programme activities at the country level and to disseminate its ideals as widely as possible.

11002 Extrabudgetary resources will be important to complement the regular budget in order to reach the strategic programme objectives and the established sectoral priorities. UNESCO will improve the management of its contributions on the basis of the approved extrabudgetary resources mobilization strategic plan, including the preparation of a complementary additional programme of extrabudgetary resources.

11003 Throughout the biennium, UNESCO will make a proactive contribution to United Nations system activities and mechanisms, in particular within the framework of the United Nations reform, as well as to inter-agency cooperation.

11004 The Sector for External Relations and Cooperation will be headed by the Assistant Director-General, who is responsible for coordinating these efforts and will be assisted by an Executive Office responsible for the Sector’s coordination, liaison, evaluation, administration, communication and information.

Following are the biennial priorities and strategic objectives of the ERC Sector:

1. Strengthening relations with Member States

11005 UNESCO will seek to enhance its cooperation with Member States, including Permanent Delegations and National Commissions. It will provide a full range of services to Member States and their Permanent Delegates in terms of access to UNESCO, from routine correspondence to larger impact activities, such as the follow-up to official visits and Memoranda of Understanding, while responding to priorities of Member States. One of the more recent challenges has been to integrate the work of National Commissions into UNESCO’s knowledge base, thereby contributing to in-country activities and enhancing cooperation. This is an ongoing effort and involves the provision of up-to-date and real-time information on activities, often innovative in nature, of the 195 National Commissions. This will enable the National Commissions to share their experiences with one another, while allowing UNESCO to utilize them as an integral part of its programming.

1.1 Relations with Member States

11006 The development of relations with Member States, Associate Members, observers and territories remains the Sector's core task and is central to its action. The Sector will support and encourage non-Member States to join the Organization so as to ensure the greatest possible degree of universality. Close cooperation will be pursued with the Permanent Delegates and with the established groups of Member States at UNESCO. Bilateral meetings and general information consultations with Permanent Delegations will be held on a regular basis on major issues and themes relating to the Organization's programmes and activities.

11007 Certain groups of countries at the subregional and regional levels having special needs (e.g. LDCs, SIDS) will receive particular attention. In close cooperation with the programme sectors, concerned Member States and other institutions, the Sector will develop approaches to meet the urgent needs of these countries, including through extrabudgetary resources. The Sector will contribute to the preparation and follow-up of meetings and missions of the Director-General, in conjunction with other sectors, the Africa Department, field offices, Permanent Delegations and National Commissions.

11008 The Internet-based analyses, information and data on cooperation with each Member State will be updated regularly, thereby providing rapid responses to information needs.

11009 Expected results at the end of the biennium

- Increased cooperation with Member States, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO
- Acquisition of a good database on cooperation with Member States

1.2 Enhancing the role and capacity of National Commissions

11010 As constitutional partners of UNESCO forming a unique network within the United Nations system, the National Commissions for UNESCO actively contribute to the pursuit of UNESCO's objectives and the conceptualization, implementation and delivery of its programmes at the regional, subregional and country levels. UNESCO will continue to enhance its long-standing cooperation with them, taking into consideration the special circumstances of United Nations-wide reform.

11011 Acting as bodies for liaison, advice, information and programme implementation, the National Commissions serve and assist both the Member States and UNESCO in promoting numerous programmes, and in increasing the visibility of the Organization's activities.

11012 Assistance will be provided to National Commissions with a view to building capacities, strengthening interfaces and cooperation with the UNESCO field network and United Nations country teams, engaging in advocacy on behalf of UNESCO and through public information activities, forming partnerships with NGOs, other civil society actors and the private sector and mobilizing resources.

(a) *Conceptualization and implementation of programmes at regional and subregional levels*

11013 National Commissions' participation in the C/4 and the C/5 consultative preparatory process will be continued. Regional consultations on the preparation of the Draft Programme and Budget for 2012-2013 (36 C/5) as well as quadrennial conferences (in Asia and the Pacific, Europe and North America,

and Latin America and the Caribbean), statutory in character, will be organized concurrently in 2010. Emphasis will be placed on the inputs that National Commissions and other stakeholders, including intellectual communities and civil society representatives, can bring to the reflection on UNESCO's action and priorities and on strengthening networking of and cooperation among National Commissions at regional and subregional levels.

(b) Capacity-building

11014 The basic competences and operational capacities of National Commissions will be strengthened through a biennial interregional information seminar for newly appointed Secretaries-General as well as subregional and regional training workshops for other staff of National Commissions. Discussion topics will be chosen according to the needs and training methods and will be adapted to promote exchanges of experience and sharing of good practices. Some capacity-building resources are available for National Commissions in need through the Participation Programme for information and communication technology equipment and for staff training support. Building capacity for the implementation of national policies in UNESCO's fields of competence will be encouraged and supported, whenever possible.

11015 Lastly, the communication tools and services such as the online portal and the database on National Commissions will be continuously improved and updated.

11016 **Expected results at the end of the biennium**

- Effective contribution of National Commissions to the preparation, implementation and evaluation of UNESCO's programmes secured
- Cooperation between National Commissions and UNESCO field offices strengthened within the framework of the decentralization strategy and the United Nations reform arrangements

2. Relations with international organizations and partnerships

11017 UNESCO will work with the United Nations system organizations to advance and contribute to the ongoing United Nations reform process through intergovernmental mechanisms and inter-agency bodies, including the United Nations General Assembly; ECOSOC; and CEB, including through its new pillar, UNDG. It will engage in inter-agency cooperation as well as in relations with intergovernmental organizations with a view to achieving a better impact and visibility of UNESCO's action in Member States.

11018 UNESCO will focus on maintaining, strengthening and rationalizing existing relations with its partners among intergovernmental organizations, non-governmental organizations, foundations, networks of UNESCO Clubs and Centres, parliamentarians, civil society, on the one hand, and developing new partnerships to further enhance the impact of UNESCO, on the other hand.

2.1 Reaffirming the profile, presence and impact of UNESCO in the United Nations family and cooperation with other intergovernmental organizations

11019 Working in partnership with other United Nations system organizations will be crucial, particularly as the United Nations reform process is gathering momentum. UNESCO will accordingly continue to strengthen its inter-agency cooperation and coordination as well as its relations with other intergovernmental organizations.

11020 UNESCO will work with the United Nations system and its Member States to advance and implement the United Nations reform process through a variety of mechanisms and intergovernmental and inter-agency bodies, including the United Nations General Assembly; ECOSOC; as well as CEB and its new pillar, UNDG; the Inter-Agency Standing Committee (IASC); and the Executive Committee on Humanitarian Affairs (ECHA). UNESCO will need to reaffirm and increase its presence, both globally and in the field, its impact in these bodies through effective in-house information-sharing and coordination. It will also need to improve its contributions to documents and reports, be represented in meetings, and make optimal use of limited travel funds.

11021 The Sector will intensify its analysis of the United Nations reform process and identify policy implications and options in order to strengthen UNESCO's contribution to achieving country priorities.

11022 UNESCO will also aim to strengthen its cooperation with the other international governmental organizations through active participation in various intergovernmental and intersecretariat meetings. UNESCO will provide a certain level of support to groups of Member States at UNESCO (Commonwealth, International Organization of the Francophonie (IOF), Community of Portuguese Language Countries (CPLP), European Union, Group of 77 and NAM and for the implementation of joint activities.

11023 Expected results at the end of the biennium

- Profile and core competences of UNESCO in various fora of the United Nations system clearly articulated and contribution to United Nations system mechanisms ensured
- Regular dissemination in the Secretariat of information and analysis concerning United Nations-related issues and the ongoing reform process
- Coordination of substantive UNESCO input to United Nations documents and reports, and to other intergovernmental meetings
- Improved cooperation between intergovernmental organizations and UNESCO and monitoring of concluded cooperation agreements

2.2 Developing a culture of partnership with civil society

11024 UNESCO will strive to develop a genuine “culture of partnership” with civil society in implementing the Organization's objectives, programmes and projects. Non-governmental organizations (NGOs), notably those at the grass-roots level, as well as foundations and institutions, will be encouraged to increase their involvement with the Organization in order to build productive inter-partner synergies. UNESCO will also develop capacity-building networks at local and national levels with the aim of promoting and strengthening tripartite partnerships with field offices and National Commissions for UNESCO.

11025 The Organization will strive to strengthen and expand cooperation with NGOs and to improve further the existing statutory framework and the procedures governing cooperation with NGOs; pursue the awareness-raising and training effort at Headquarters, in the field and in respect to the National Commissions by means of relevant tools; develop existing collective cooperation mechanisms; promote collective consultations; ensure wider geographic representation and encourage NGO participation in international conferences organized by UNESCO.

11026 UNESCO will reinforce the operational capacities of UNESCO Centres, Associations and Clubs, and support selected projects contributing to the Organization's strategic programme objectives. The work of UNESCO Clubs at national and local levels will be aligned with that of municipalities and elected representatives, so as to better establish mechanisms for cooperation at the local level. The cooperation

between UNESCO Clubs and National Commissions will constitute an important aspect in the promotion of the UNESCO Clubs Movement. A revitalized World Federation of Centres, Associations and Clubs for UNESCO (WFUCA) will play a dynamic role in bringing to bear the contribution of UNESCO Clubs at the grass-roots level.

11027

Cooperation with parliamentarians will be pursued by engaging and sensitizing this strategic constituency to UNESCO's programme objectives and priorities. This cooperation will serve to broaden the visibility of UNESCO's action, notably its standard-setting action, in the legislative sphere and, in this way, expand the Organization's support base in Member States. National Commissions and field offices will be associated with this push for partnership with the parliamentary institutions that vote national budgets in areas of interest to UNESCO and ratify international conventions. Thus, UNESCO will seek to extend its network of parliamentary focal points and "Friends of UNESCO Leagues" and education fora (FAPED, FARPED, FASPPED). In this respect, UNESCO will also continue cooperation with the Inter-Parliamentary Union (IPU). Lastly, various publications focused on UNESCO-related issues will be jointly developed and disseminated with IPU.

11028

Municipal and local authorities have become important development actors and, as such, UNESCO will aim to strengthen its cooperation with these new partners at international, regional and national levels in agreement with the national authorities concerned. Accordingly, UNESCO will collaborate with international and regional structures representing the communities of cities and local governments, such as the "United Cities and Local Governments" (UCLG). Likewise, efforts will be made to compile a best-practices resource tool highlighting the contribution of local authorities to the achievement of UNESCO objectives at the municipal and local levels.

11029

Expected results at the end of the biennium

- UNESCO-NGO cooperation framework rationalized and expanded
- Triangular partnership at the country level between UNESCO, NGOs and National Commissions strengthened
- UNESCO's support base expanded through cooperation with UNESCO Clubs, Centres and Associations and with parliamentarians, and municipal and local authorities
- Support of parliamentarians and civil society for UNESCO's action and the diffusion of its message

3. Cooperation with extrabudgetary funding sources: Strengthening and diversifying extrabudgetary resources in support of programme priorities and implementation of the Action Plan for improved management of extrabudgetary activities

11030

UNESCO expects to continue to receive a major part of its financial resources from extrabudgetary contributions. In order for these contributions to reinforce the strategic programme objectives and the biennial sectoral priorities, projected extrabudgetary activities will be included in the complementary "additional programme for targeted/projected activities" as outlined in the Director-General's Action Plan for improved management of extrabudgetary activities, endorsed by the Executive Board at its 175th session. This additional programme which was launched in the last biennium, will be adapted as necessary throughout the biennium to address emerging needs, notably those identified in countries in post-conflict and post-disaster situations. It will form the basis for the implementation of UNESCO's extrabudgetary resource mobilization strategic plan, under the overall coordination of the Sector for External Relations and Cooperation.

11031

In the above context, UNESCO's activities will also be guided by the implementation of the "Delivering as One" approach at the country level, and by the Paris Declaration on Aid Effectiveness (March 2005) and the recommendations of the Accra Agenda for Action Plan (September 2008). All imply the strengthening of partnerships between donor and beneficiary countries to ensure the predictability of aid flows, the development of country capacities to manage for results, as well as the need to move towards results-based approaches and an alignment of international development cooperation (captured in common country programming instruments, such as UNDAFs or PRSs) with national development strategies under the full ownership of the partner country in question. The programming of UNESCO's projected extrabudgetary activities, and the associated resource mobilization, will therefore increasingly reflect the policy advice, advocacy and capacity-building, and monitoring that UNESCO is providing for the Governments of the partner countries, as also evidenced in the preparation of a number of UNESCO Country Programming Documents (UCPDs).

11032

Beyond the reinforced strategies and modalities for programming of projected extrabudgetary activities, notably the additional programme, and the associated resource mobilization, UNESCO will also continue to develop and upgrade tools for improved monitoring and implementation, especially through intranet based information services, training tools and the negotiation, development and dissemination of standard funding agreements and templates. Measures will be pursued, notably through training of UNESCO staff and interested National Commissions, to enhance UNESCO's delivery capacity of extrabudgetary projects with a view to rendering cooperation activities fully sustainable. Finally, the steps already taken during the previous biennia to ensure regular monitoring of extrabudgetary activities, both by senior management, through the Sector Alert Systems, and by the governing bodies, with a view to provide overall policy guidance, will be further pursued. The sectors will also administer the UNESCO Coupons Scheme.

3.1 Cooperation with bilateral Government funding sources

11033

UNESCO will continue to maintain and enhance cooperation with bilateral government donors which are likely to continue to be the bedrock of UNESCO's extrabudgetary support in all regions of the world, and particularly in Africa. In addition to measures to further strengthen UNESCO's relations with its major government funding sources, efforts will be pursued to increase the diversification of the funding base and to find new potential sources. Support to South-South cooperation activities will be encouraged, both through the facilitation of direct funding relations, and through triangular arrangements involving traditional funding sources. Innovative funding modalities, such as multi-donor multi-year funding arrangements with little or no earmarking in favour of large UNESCO programmes will be further explored, as will the potential for enhanced UNESCO involvement in debt-for-development swaps. On the basis of the new Resource Mobilization Strategic Plan, extensive consultations with donors, both by groups and individually, at Headquarters and in the field, will continue to form a major component in the above efforts. Finally, the modalities and potential added value of the national execution by UNESCO under the self-benefiting funds-in-trust arrangements with interested Member States will be further studied.

3.2. Cooperation with multilateral and private funding sources

11034

Specific efforts will be made to contribute to corporate initiatives which position UNESCO strongly and favourably within the broader United Nations family in both common planning programming processes and transition environments, and to facilitate UNESCO's participation in the various resource management modalities foreseen under joint United Nations programming, such as the Spain/UNDP MDG Achievement Fund (MDG-F) and Multi-Donor Trust Funds. The Sector will coordinate for UNESCO, together with the sectors, bureaux and offices concerned, the activities pertaining to the

MDG-F. UNESCO will also participate actively in United Nations wide approaches and negotiations with the European Commission and development banks.

11035

Many of UNESCO's multilateral funding partners like the European Commission and the multilateral development banks are also important programme partners. Such partnerships extend beyond fundraising to the achievement of shared programme objectives for the benefit of common Member States. These partnerships will be strengthened through regular coordination meetings, upstream policy exchanges, joint advocacy and capacity-building, co-financing arrangements and joint programming and implementation.

11036

Given the increasing relevance of business and private philanthropic interests for the global development agenda, UNESCO will actively explore new and diverse partnerships with the private sector to mobilize resources, as well as knowledge, skills, visibility and outreach that will help the Organization strengthen the scope and impact of its programme, within the framework and spirit of the United Nations global compact guidelines. Finally, the Sector will monitor the new guidelines on implementing partners which receive funds from the Organization to carry out activities in its fields of competence and chair the intersectoral committee set up to screen and select such partners.

11037

Expected results

- Volume of extrabudgetary resources increased with a more diversified resource base
- Resource mobilization strategic plan implemented involving regular, participatory consultations with actual and potential funding sources
- Additional programme of extrabudgetary resources, complementary to the regular programme and budget, coordinated and disseminated among potential donors
- Staff capacities for effective programming and implementation of extrabudgetary activities improved

III.B – Field management and coordination

Unit responsible: Bureau of Field Coordination (BFC)

- 12001** The Bureau of Field Coordination (BFC) is the focal point for overall management and administration of field offices and provides advice to the Director-General and senior management on the implementation and evolving adaptation of the Organization's decentralization strategy to the changing demands of the United Nations reform at country level, notably within the setting of General Assembly resolution 62/208 (Triennial comprehensive policy review of operational activities for development of the United Nations system – TCPR). Corresponding action will be taken in line with the decision of the General Conference at its 35th session, following its consideration of the report by the Director-General on the review of UNESCO's decentralization strategy.
- 12002** BFC supervises the Directors and Heads of field offices who report to it on the use of operating and security costs as well as on overall office and human resources management. The network of field offices serves as a common platform for all programme sectors to which field office Directors and Heads are accountable. In addition, they have direct reporting lines to a number of central services. Within this structure, BFC, with relevant programme sectors and central services, will coordinate the performance assessment of Directors and Heads of field offices, through Performance Agreements defining biennial key expected results in all aspects of their functions (programme management, mobilization of partnerships and resources, budget and finance, people management, security, etc.) with corresponding performance indicators.
- 12003** BFC is responsible for apportioning operating costs among field offices and for monitoring expenditure and ensuring cost-efficiency, as well as for providing management and administrative support to field staff attached to it. Furthermore, BFC will advise senior management on overall staffing needs of field offices in order to ensure that there is an adequate level of and balance between substantive and support staff. BFC will also provide backstopping and assistance to field offices in the implementation of IOS audit recommendations and for strengthening administrative and managerial capacities, including through mentoring and tutoring schemes.
- 12004** BFC will provide targeted and timely reinforcement to enhance the management and logistical capacity of field offices involved in joint UNCT programming, notably in countries where the Organization has non-resident status and when alternative arrangements are required.
- 12005** BFC will cooperate with the relevant central services in: (i) further strengthening electronic networking facilities in field offices; (ii) assisting field offices to set up and update their website; (iii) the continued roll-out of corporate training programmes to provide all field staff with a common vision and understanding of UNESCO, and to improve capacities of management and administrative staff.
- 12006** In order to ensure enhanced security management, BFC acts as the central coordinating and monitoring entity for the safety and security of personnel and premises in the field and is responsible for overall compliance with established security policies and strategies. This function consists of, *inter alia*, ensuring field offices' implementation of instructions and guidelines emanating from the United Nations Department of Safety and Security (UNDSS); administration, management and monitoring of the field security budget; assistance and strategic advice on field security matters to field offices and to

staff traveling on mission; and adequate access to and implementation of UNDSS and UNESCO field security training programmes. Within the United Nations Security Management System, BFC represents UNESCO in inter-agency mechanisms tasked with developing and enhancing common field security policies, directives and frameworks for risk assessment and management. The corresponding budget provisions are included in Part I.C and Part II.A of draft document 35 C/5.

12007

Finally, BFC coordinates UNESCO's response to post-conflict and post-disaster situations in all regions except Africa (which falls under the responsibility of the Africa Department) and serves as the secretariat for the Intersectoral Platform on Post-Conflict and Natural Disaster Situations (PCPD) and for other relevant task forces set up by the Director-General. It provides strategic focus to UNESCO's participation in the United Nations' integrated assistance to early recovery and reconstruction, including through OCHA Consolidated Appeals and Flash Appeals, United Nations/World Bank joint needs assessments, and other common programming and funding mechanisms, as well as to UNESCO's initiatives in reconciliation and peace-building. BFC acts as liaison with the relevant inter-agency mechanisms and facilitates the smooth flow of information and interactions between Headquarters and field offices concerned. It also provides administrative and management backstopping to UNESCO's operations in post-conflict and post-disaster situations and supports as necessary the rapid deployment of UNESCO's on-site presence to facilitate the Organization's immediate response. BFC is also tasked with knowledge management and the institutionalization of good practices from UNESCO's post-conflict and post-disaster operations, through the creation and maintenance of internal and public information tools.

12008

Expected results at the end of the biennium

- UNESCO's decentralization strategy implemented in line with resolution by 35th session of General Conference;
- Performance assessments of all field office Directors and Heads completed;
- Operating budgets of field offices monitored and their management and administration improved;
- Management and logistical capacity of field offices involved in joint UNCT programming strengthened;
- Capacity and skills of field staff improved;
- Websites for all field offices prepared in conjunction with BPI;
- Acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments;
- Abilities of UNESCO personnel enhanced and sustained regarding field security and safety matters;
- Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured with effective logistical support;
- In-house understanding of principles and approaches to post-conflict and post-disaster situations increased and information and lessons learnt on UNESCO's related operations shared.

III.C – Human resources management

Unit responsible: Bureau for Human Resources Management (HRM)

13001 In 2010-2011, HRM will assess the implementation of the medium- and long-term staffing strategy (2005-2010), and develop a new staffing strategy (2011-2016), aligned on document 34 C/4. This new staffing strategy should effectively support the decentralization strategy, as approved, and the recommendations of the decentralization review. Its objectives are to ensure that UNESCO has the required staffing of the highest competence to ensure effective programme delivery and respond to the needs of Member States, within the C/5 and C/4 frameworks. Two key objectives of the strategy are the achievement of an equitable geographical distribution and a gender balance, especially at senior level. In 2010-2011, HRM will pursue the implementation of UNESCO’s geographical mobility, to ensure that Member States are best served at country level, through an effective deployment of staff/competencies. An evaluation of the performance assessment policy and system in place since 2004 will be undertaken and modifications will be made as required with renewed focus on excellence.

13002 HRM will also continue to ensure harmonization with United Nations policies and practices for further integration into a common UN framework of business practices and to facilitate the “Delivering as One” approach at the country level.

13003 HRM will initiate the second phase of the Human Resources Management Information System (System to Enhance Personnel Services (STEPS)). In order to have in place a fully integrated human resources information management system, additional funds will however be required. Investing in staff through learning and development programmes will continue to be a main axis of action for HRM. Training activities will concentrate on the updating of technical skills and capabilities, with the objective of maintaining the highest level of competence and to support integration into the “Delivering as One” approach of the United Nations system at country level and the decentralization strategy of the Organization.

13004 Finally, HRM will work closely with the Ethics Officer in the implementation of the various initiatives including the ethics training.

13005 **Expected results at the end of the biennium**

Medium- and long-term staffing strategy and expected results assessed and new staffing strategy (2011-2016) developed and approved

<i>Performance indicators</i>
<ul style="list-style-type: none"> ■ Assessment of the 2005-2010 staffing strategy carried out ■ New 2011-2016 staffing strategy developed and approved ■ Effective succession planning implemented

More equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved

Performance indicators

- Increased overall number of represented Member States
- Increased number of normally represented Member States
- Increased percentage of women at D and above levels, and mechanisms in place to support this objective

Enhanced integration of human resources policy framework into common United Nations framework

Performance indicators

- Enhanced harmonization of policies and practices with United Nations system organizations

Enhanced geographical mobility of International Professional staff between Headquarters and Field duty stations

Performance indicators

- Revised geographical mobility policy and strategies implemented
- Higher number of staff rotation movements

Second phase of the Human Resources Information Management System (STEPS)

Performance indicator

- Phase II of STEPS initiated

Learning and development programme implemented

<i>Performance indicators</i>
<ul style="list-style-type: none">■ Training plans established, including effective staff development■ Training activities carried out■ Selected training initiatives evaluated

Ethics training implemented

<i>Performance indicator</i>
<ul style="list-style-type: none">■ Ethics training delivered to all staff

III.D – Accounting, treasury management and financial control

Unit responsible: Bureau of the Comptroller (BOC)

14001 Under delegated authority from the Director-General and in accordance with the Financial Regulations of the Organization, the Bureau of the Comptroller is mainly responsible for:

- (a) custody of funds, both regular and extrabudgetary;
- (b) investment of funds in accordance with the investment policy of the Organization with utmost regard to liquidity and security of assets;
- (c) management of the foreign currency, interest and credit risk exposures of the Organization in a prudent manner;
- (d) design, implementation and updating of appropriate internal financial control systems throughout the Organization in order to ensure that the assets of the Organization are safeguarded, funds are used for authorized purposes only and systems of accountability are strengthened in all areas;
- (e) Management of the bank accounts of the Organization and processing of payments at Headquarters;
- (f) Keeping proper financial records and the production of financial statements for the governing bodies and donors of extrabudgetary funds, as well as the preparation of timely financial information to support informed decision-making of senior management.

14002 The Bureau of the Comptroller (BOC) is a central service reporting directly to the Director-General.

14003 Under the reform programme launched by the Director-General, and more recently within the framework of the “Delivering as One” approach in the context of the United Nations reform, the Bureau of the Comptroller, as owner of financial transaction processes, had the lead in the implementation and update of the Finance and Budget System (FABS). The successful implementation of FABS at Headquarters, the roll-out of the FI solution to most field offices, and the full roll-out to institutes and selected field offices, have enabled UNESCO to streamline some of its transaction-processing, leading to efficient and timely production of financial reports and strengthened internal financial control systems and the provision of real-time financial reporting. With the implementation of STEPS, a payroll system integrated with FABS, the Organization is moving towards having an integrated Financial Management Information System.

14004 The paramount objective for the biennium is to produce UNESCO’s audited financial statements in full compliance with IPSAS provisions. To this end, BOC will continue to develop risk-based internal financial control systems, and provide competency training in financial management and control throughout the Organization, with particular attention to field offices. BOC will further work on updating policies, procedures and processes with a view to streamlining its operations, and doing more with less as well as engaging with the United Nations reform in its areas of competence. BOC will continue to play a key role in the Risk Management Committee, supporting management at all levels to ensure that identified risks are managed properly and mitigating actions are put in place as necessary. As a focal point between the Organization and the External Auditor, BOC will continue to facilitate the work of the External Auditor and provide support for organizational units to implement audit recommendations as speedily as practicable.

Expected results at the end of the biennium

- Enhanced and integrated financial management and reporting systems in place;
- Risk-based internal financial control systems strengthened across the Organization;
- Financial reporting carried out in a timely manner and audited financial statements produced for certification by the External Auditor;
- Financial resources of the Organization managed in an effective and efficient manner and in compliance with the Financial Regulations and Financial Rules;
- IPSAS as UNESCO's accounting standard fully implemented with effect from January 2010.

III.E – Administration

Unit responsible: Sector for Administration (ADM)

15001 Under the authority of the Assistant Director-General for Administration (ADM/ADG), ADM is composed of four divisions: the Division of Information Systems and Telecommunications (ADM/DIT), the Division of Conferences, Languages and Documents (ADM/CLD), the Procurement Division (ADM/PRO) and the Headquarters Division (ADM/HQD), which provide support for the effective conduct of UNESCO's programmes and at ensuring the appropriate management of administrative and common support services, namely procurement, information systems and telecommunications, conferences, languages, documents, common services, security, utilities, premises and equipment, as well as the maintenance and conservation of Headquarters premises. An Executive Office (ADM/EO) ensures the overall coordination of the Sector.

Chapter 1 – Administrative coordination and support

Unit responsible: Executive Office of the Assistant Director-General for Administration (ADM/EO)

15101 The Executive Office is responsible for policy, planning and coordination. It assists the ADG/ADM and ADM Divisions with administrative support for the development and implementation of a results-based administrative and financial framework. This includes providing advice on the interpretation and application of rules and regulations, policies and procedures, providing guidance and direction on business and resource planning and monitoring expenditures to ensure that they remain within authorized levels.

15102 The Executive Office acts as focal point or interface between ADM and other sectors and bureaux on matters of common interest and action, and ensures that the set of administrative texts, policies, procedures, standards and tools are up to date and consistent with UNESCO policy and practice in order to ensure proper accounting, financial management, control and evaluation of resources and activities.

15103 Expected results at the end of the biennium

- Administrative policies and procedures implemented and updated;
- Select administrative policies/procedures of sector-wide impact reviewed and adjusted for enhanced efficiency.

Chapter 2 – Procurement

Unit responsible: Division of Procurement (ADM/PRO)

15201 The Division is responsible for providing technical and administrative support for the Secretariat's purchases of goods, works and services, for enhancing the expertise and capacities for procurement

activities, implemented in a decentralized manner, as well as for managing the Organization's property with particular focus on increased effectiveness, efficiency, economy, transparency and integrity in the use of UNESCO funds.

15202

Expected results at the end of the biennium

- Modern procurement systems based on standardization and long-term supply agreements put in place;
- Electronic management resources for procurement and asset management enhanced to secure compliance with IPSAS requirements;
- Technical skills improved Organization-wide in support of decentralized procurement activities and best practices for service delivery adopted;
- Business practices harmonized with other United Nations system organizations in context of United Nations reform.

Chapter 3 – Information systems and telecommunications

Unit responsible: Division of Information Systems and Telecommunications
(ADM/DIT)

15301

The main responsibilities of the Division are the provision of information, communication and sound systems infrastructure, organization and storage of archives, records and document management and acquisition and management of bibliographic resources and published information.

15302

The main development activities will focus on harmonizing the working methods and business processes with other United Nations organizations, in the context of the exigencies of United Nations reform, and on the need for simplification and better integration of information systems at Headquarters and field units. Furthermore, a review of the Internet/Extranet/Intranet infrastructure will be undertaken with a view to facilitating the introduction of a global "knowledge management" platform.

15303

The continuous improvement of the services, the further development of electronic archives and records management at all levels of the Secretariat and the promotion of the multilingual UNESCO Thesaurus will contribute to enhancing the Organization's accountability, efficiency, cost-effectiveness as well as knowledge-sharing capability, synergy and harmonization of business practices with other United Nations agencies.

15304

Expected results at the end of the biennium

- Management information systems improved in accordance with the evolving needs of the Organization;
- Business practices pertaining to information systems and telecommunication harmonized with other United Nations system organizations in the context of United Nations reform;
- Enterprise portal platform developed providing a better integration of existing information systems and aligned with the requirements of International Public Sector Accounting Standards (IPSAS);
- Field offices network upgraded to secure better data and voice communications between field offices and Headquarters;
- Online access to all UNESCO official documents completed;

- Online electronic archival description tool for life-cycle management of UNESCO paper records completed;
- Multilingual UNESCO thesaurus developed;
- Archival description tool ICA-AtoM (Access to Memory) at Headquarters and in the field fully implemented.

Chapter 4 – Conferences, languages and documents

Unit responsible: Division of Conferences, Languages and Documents (ADM/CLD)

15401 The Division provides conference services, interpreting services, translation services, and document production and distribution services. These services will be delivered ensuring respect for adequate standards of quality and deadlines.

15402 The main development activities for the biennium will be focused on the enlargement of and inclusion of new talent into the roster of freelance linguists and other short-term staff, with UNESCO-specific knowledge, further development of a document management system and a more rational scheduling of major conferences and meetings.

15403 Expected results at the end of the biennium

- Quality conference, interpretation and translation services as well as document production and distribution services delivered;
- Roster of freelance linguists and other short-term staff enlarged and new talent included;
- Major conferences and meetings scheduled in a coherent manner;
- Quality control procedures for outsourced work implemented;
- Document management system further developed.

Chapter 5 – Common services, security, utilities and management of premises and equipment

Unit responsible: Headquarters Division (ADM/HQD)

15501 In view of budgetary constraints and rising prices for goods and services, continuing efforts will be made to devise suitable measures with a view to maintaining at a satisfactory level the services for the maintenance, upkeep and operation of the technical facilities and installations, mail distribution, transportation, providing for utilities (electricity, heating, water, etc.), supplies, materials and equipment.

15502 With respect to utilities, austerity measures will be continued and the sectors/bureaux will be encouraged to monitor more stringently their utilization of common service items so as to minimize waste. The system for charging back a part of the costs of such services will continue to be implemented.

15503 As concerns security matters, ongoing efforts will be maintained to minimize related risks to the extent possible, given the level of resources available. Furthermore, the rapidly evolving security environ-

ment and the increasing challenges for safety and security necessitate that, as a matter of priority, the mechanisms in place be reassessed and that major identified deficiencies be addressed. This includes a comprehensive review of security measures at Headquarters, in close cooperation with the host country authorities, the addition of three new posts for security officers and the enhancing and upgrading of security systems for perimeter protection, video surveillance and access control of Headquarters. All this must be implemented as a matter of urgency in order to ensure a better compliance with applicable standards and remedy existing major shortcomings.

15504 Revenue-generating activities (rental of offices, underground parking) will be managed in such a manner so as to ensure, to the extent possible, their self-financing.

15505 **Expected results at the end of the biennium**

- Maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level and risks and negative effects of austerity minimized;
- Optimal use of human and financial resources and of cost-sharing achieved through continuation of austerity measures;
- Safety and security arrangements assessed and reinforced.

Chapter 6 – Maintenance, conservation and renovation of Headquarters premises

Unit responsible: Headquarters Division (ADM/HQD)

15601 In view of budget constraints and increasing prices for goods and services, continued efforts will be made to maintain at a satisfactory level the maintenance and conservation of Headquarters premises with efforts concentrated on the Miollis/Bonvin site.

15602 A provision of US \$13,784,000 has been included under this chapter to cover the third biennial repayment of the loan.

15603 **Expected results at the end of the biennium**

- Maintenance, upkeep and operation of the technical facilities and installations of Headquarters, especially at the Miollis/Bonvin site ensured, at a satisfactory level, and risks and negative effects of austerity minimized;
- Facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations;
- Long-term maintenance of renovated Fontenoy premises ensured;
- Long-term conservation programme for the Miollis/Bonvin site established, priority works related to safety, security and hygienic standards undertaken.

Part IV – Anticipated Cost Increases

Part IV

Regular budget							Total 35 C/5 Revised	Extra-budgetary resources ⁽¹⁾
Activities	34 C/5 Approved	34 C/5 Approved based on revised standard costs	Comparative transfers in/ (out)	34 C/5 Approved as adjusted	35 C/5 Increase/ (Decrease) in resources	Recosting/ Technical Adjustments		
	\$	\$	\$	\$	\$	\$	\$	\$
Anticipated cost increases	13 731 800	13 731 800	–	13 731 800	(5 880 600)	2 799 200	10 650 400	–

For detailed definitions of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Revised)” 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.

In accordance with budgeting techniques approved in 34 C/Resolution 92, the costs of staff, goods and services for Parts I-III of the budget and for the Reserve for reclassifications/merit-based promotions have been calculated on the basis of cost estimates as at 31 December 2009. Statutory and inflationary increases that are expected to occur during the 2010-2011 biennium are not included in Parts I-III and the Reserve for reclassifications/merit-based promotions, but are set out separately under Part IV of the budget.

The 2010-2011 estimates for Part IV were calculated at \$10,650,400. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.



United Nations
Educational, Scientific and
Cultural Organization

Draft Programme and Budget 2010–2011 revised version

CORRIGENDUM 3

Item 4.2 of the agenda

Para 01005 (e) is replaced by the paragraph below
(additional text underlined):

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



United Nations
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**35 C/5
Rev.**

**Technical Note
and Annexes**

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Technical note on budgeting methodologies used in the Draft Programme and Budget for 2010-2011 (35 C/5 Rev.)

Revised Proposal of: \$653 million

Background

T001 The General Conference at its 34th session (34 C/Resolution 92) invited the Director-General to apply the same budgeting techniques in the preparation of document 35 C/5 as those applied to the preparation of document 34 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 The Executive Board at its 180th session, having examined the Director-General's preliminary proposals concerning the Draft Programme and Budget for 2010-2011 (35 C/5) presented in document 180 EX/21 Part II (B), invited the Director-General when preparing the Draft Programme and Budget for 2010-2011, inter alia, to

- *“reinforce the resources allocated to programmes, taking into account the discussions held at the 180th session of the Executive Board regarding priorities and the need to focus on the core mandate of the Organization”;*
- *“continue to undertake effective rationalization of financial resources, in particular resources allocated to central services and part of the budget other than Part II.A”;*
- *“ensure that all costs associated with programme delivery, such as the International Public Sector Accounting Standards (IPSAS), integrated management systems, results-based management, periodic programme evaluation, Headquarters renovation and maintenance, security staff, and field offices, are clearly identified and accommodated within the regular budget in order to ensure efficient delivery of the programme and the achievement of UNESCO's objectives without affecting the priority given to the reinforcement of the resources allocated to programmes”;*

and requested him to *“present draft document 35 C/5 to it at its 181st session”*.

Therefore the Director-General initially presented to the 181st session of the Executive Board a budget of \$671 million corresponding to the Zero Real Growth budget level calculated at the time. After the discussion thereon by the Executive Board, the Director-General is hereby presenting a revised proposal of \$653 million, with a reduction of \$18 million consisting of reductions in recosting and in volume.

Budgeting techniques

T003

The budgeting techniques applied in the preparation of the Draft Programme and Budget for 2010 -2011 are the following:

(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 US \$1 = Euro 0.869, the same exchange rate used in preparing the budget for the period 2008-2009 in accordance with the decision taken at the 34th session of the General Conference.

All expenditures charged to the budget are recorded in US dollars. Any expenditure incurred in euros is converted at the constant dollar exchange rate mentioned above. The differences arising from the discrepancy between the United Nations operational US \$/euro exchange rate and the constant dollar rate are recorded separately as exchange rate gains or losses, and the resulting balance is either added or subtracted from Miscellaneous Income at the end of the biennium. Likewise, Member States' contributions in euros are brought to account at the rate of exchange used to calculate the budget. The differences arising from recording Member States' contributions in euros received during the financial period at varying operational rates of exchange as compared with the constant rate are also recorded as gains or losses on exchange and the result is accounted for in Miscellaneous Income.

The use of a constant rate of exchange avoids the complications of adjusting for currency differences in managing Member States' contributions as well as making it easy to compare budgets through time. The method is easy and simple to use with no adverse consequences either on Member States or the Organization as the net difference is taken to Miscellaneous Income.

The method would have to be reviewed in the context of the implementation of IPSAS (International Public Sector Accounting Standards).

(ii) Treatment of inflation through:

■ Estimate of the new budget base through recosting of Parts I-III:

Parts I-III of the current budget 34 C/5 Approved (2008-2009) are based on the salary and price level as at 31 December 2007. The structures of programme activity and staff under **Parts I-III** are developed from the 34 C/5 and newly redefined for the 35 C/5. This new activity and staff structure to be implemented in 35 C/5 (**Parts I-III**) is calculated, at the first stage, applying the same price level as that used in the 34 C/5, i.e., price level as at 31 December 2007. The result is comparable, Part by Part, Chapter by Chapter, and Major Programme by Major Programme, with the 34 C/5 Approved after taking into account all adjustments made between appropriation lines. The Executive Board and the General Conference will thus be able to assess at this stage, prior to adjustment for cost increases, the volume increase or decrease (also called real increase or decrease) that was applied to the 35 C/5 compared with the 34 C/5 Approved as adjusted. Following this comparison, the 35 C/5 (2010-2011) programme and staff structure (**Parts I-III**) is then recalculated to reflect the **price level foreseen as at 31 December 2009** in order to take into account all statutory and other cost increases that have occurred and will have occurred in the present 2008-2009 biennium. This is the **recosting** exercise, required to evaluate the budget level that will be needed at the beginning of the 2010-2011 biennium. The recosting amount has been calculated by each item-of-expenditure based on 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. The methodology is further explained in paragraphs T005-T009 below, and the estimates are shown in the table under paragraph T011.

■ **Anticipated cost increases in 2010-2011:**

However, the recosted budget **Parts I-III** based on the price level as at 31 December 2009 does not take into account the cost increases that will inevitably arise in the course of the 2010-2011 biennium. Therefore **Anticipated cost increases in 2010-2011** have been projected in accordance with the best information available to the Secretariat concerning salary indices and consumer prices. These estimates are set out separately under **Part IV** of the budget, the use of which is subject to the prior approval by the Executive Board. It should be noted that since **the recosting is a re-evaluation of 34 C/5 Parts I-III and does not count Part IV** of 34 C/5, there is no double-counting of statutory increases or inflation related to 2008-2009. Projections on statutory and other increases anticipated for **2010-2011** are shown and explained in paragraphs T011-T015 below. Further, explanation on the rationale of Part IV is provided in these paragraphs.

(iii) **Application of staff cost budget standards**

Overall staff costs have been calculated by determining the average cost of each grade of the established posts, multiplied by the number of posts under each grade. These staff cost estimates are based on an analysis of actual expenditures and trends during the current biennium, and take into account statutory increases in staff costs in 2008-2009 as well as any other relevant data. The standard costs applied to the 35 C/5 correspond to the costs **foreseen as at 31 December 2009**, thus do not take into account the statutory increases that may arise in the course of the 2010-2011 biennium. Such increases will be covered by **Part IV** 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 in order to take account of anticipated staff turnover and recruitment delays (“**vacancy rate**” or “**lapse factor**”). As in the 34 C/5 budget, the overall cost is reduced by a **3% vacancy rate (lapse factor)**, meaning that the staff costs as a whole are budgeted at **97%** of the estimated costs.

(v) **Distribution of staff and indirect programme costs**

The Appropriation Resolution for 35 C/5 presents the staff costs budget for Part II.A at the Major Programme level. However, in order to reflect the discussions held during the recent sessions of the Executive Board, further information is provided for the **staff costs 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. The allocations for Headquarters indirect programme costs are also apportioned to the Main-line-of-action level and thus do not represent a separate line. Field operating costs are shown as a whole under Part III.B – Field management and coordination.

(vi) **Presentation of extrabudgetary resources**

As was the case in document 34 C/5, only those resources that have already been received or have been firmly committed in signed donor agreements at the time this draft budget was prepared are included in this document. Proposed funds are shown in relation to 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 be noted that the evaluation of the extrabudgetary resources is not based

on the constant dollar principle and therefore the income and expenditures are registered in accordance with the United Nation's monthly operational exchange rates.

Comparison of budgets between the 34 C/5 and the 35 C/5 **(Budget adjustments required for comparison)**

T004

When comparing the budgets of the current and the next biennia, the difference between the two mainly consists of the “real increase” in the budget in terms of volume of the programme and the staffing structure, and the “recosting requirement” arising from the inflation and statutory cost increases (nominal adjustments). But in presenting this comparison between the 34 C/5 and the 35 C/5 Draft, there is a need to apply certain adjustments to the structure and the budgets of the 34 C/5 in order to make the comparison more accurate and meaningful. For this purpose, the 34 C/5 has been adjusted in accordance with the following steps:

(i) 34 C/5 Approved after adjustments for IOC reinforcement

Pursuant to 34 C/Resolution 93 adopted by the General Conference at its 34th session, the Appropriation Resolution for the regular budget 2008-2009 included an amount of \$500,000 to be “absorbed” in order to compensate for the additional budget which the General Conference decided to allocate to the International Oceanographic Commission (IOC) under Major Programme II – Natural Science. This absorption was required to be made under Part I and/or Part III of the Budget. Accordingly, the Director-General gave his instruction on how this absorption should be made under Parts I and III of the budget, as described in DG/Note/08/26 of 5 August 2008. Consequently the absorption of the relevant budgets under various lines under Parts I and III was approved at the 181st session of the Executive Board. For the purpose of meaningful comparison between the 34 C/5 and the 35 C/5, the budget tables related to Parts I and III presented throughout this document, Revised 35 C/5 Draft, show, as the starting point, a column entitled “**34 C/5 Approved after IOC adjustments**” which takes into account the transfers for IOC reinforcement.

(ii) Adjustments due to revision of standard costs applicable to staff costs

As explained under paragraph T003 (iii), the staff costs budget is calculated on the basis of standard costs which represent average estimated costs for each grade of posts and for each duty station. In establishing the standard costs, various factors are taken into account such as the evolution of cost of living for each duty station, expected salary increases for each category of staff and for each duty station, possible impact of exchange rate fluctuations, the past trends of various allowances, etc. Calculating the standard costs is a complicated exercise, and given that they represent “average estimated costs”, the aim of the Organization is to establish as accurate standard costs as possible and then to conduct a very close monitoring of the global staff costs expenditure throughout the biennium in order to ensure that the staff costs expenditure as a whole will be contained within the global staff costs budget (also taking into account the budget reduction of 3% due to the lapse factor). For this purpose the staff costs are managed centrally by the Bureau of the Budget.

Partly due to the complicated nature of the standard costs calculation, particularly for those related to the field offices for which the standard costs are calculated by each duty station and by each grade, a trend of over-expenditure was observed in the recent biennia under the field posts, i.e., mainly under Part II.A Field – Management of decentralized programmes (BFC). This over-expenditure was carefully monitored and was always offset by the staff cost surpluses under other budget lines.

In the current biennium 2008-2009, the same trend has been observed, i.e. over-expenditure under the BFC staff costs and under-expenditure under the staff costs of most of the other sectors and bureaux. This has led the Bureau of the Budget to look into the causes and examine the possibility of adjusting the standard costs at an early stage of the biennium. Indeed by introducing a reasonable adjustment to the standard costs, the staff costs budget for each sector and bureau will reflect more realistic resources required for the biennium and it will enable the Secretariat to monitor and manage the staff cost expenditure vis-à-vis the budget in a better way.

Therefore the Bureau of the Budget has proceeded to revise the standard costs, so that those for the field posts were adjusted upward in general. The change of standard costs were done in a way that would not change the total budget for staff costs but which would result in shifting the budget from various budget lines to **BFC** (Part II.A) where all the posts are in the field and to the **Education Sector** where the weight of field posts are particularly high. Obviously, since the revised standard costs still represent an “average estimate” and since the staff costs budget is reduced by 3% from the theoretical total requirement, the adjusted standard costs will not guarantee that the budget and the expenditure will be completely balanced line by line. The Bureau of the Budget is continuing its close monitoring to ensure global balancing of the staff cost budget.

The request for such staff cost budget transfer due to the revision of standard costs are being submitted to the 181st session of the Executive Board (181 EX/4 Part II). In presenting the budget tables for the Revised 35 C/5 Draft, an extra transitory column is presented, wherever useful, to show the resulting budget allocations after the proposed budget transfers. This column is entitled “**34 C/5 Approved based on revised staff standard costs**”.

(iii) Comparative Transfers

Comparative transfers correspond to transfers made between appropriation lines in order to align the 2008-2009 base (34 C/5 Approved) with the 2010-2011 programme structure as proposed in document Revised 35 C/5 Draft in order to make the two budgets comparable. The transfers involved include the activity and staff budget that need to be shifted in accordance with the changes in the organizational structure, for example, merging or separating the services, and the cost of posts that have been transferred from one sector or bureau to another. The figures given throughout document Revised 35 C/5 Draft, referred to under the column “**34 C/5 Approved as adjusted**”, reflect the budgetary situation after taking into account these comparative transfers.

These adjustments (comparative transfers) for the purpose of presenting the Revised 35 C/5 Draft include the following:

- (a) Transfer of the activities related to the **World Report** from Part II.A, Culture Sector (CLT) to Part II.B, Chapter 3 Strategic planning and programme monitoring (BSP):

Activity costs \$200,000

- (b) Transfer of the budget for **Anticipation and foresight** (FOR) to **Strategic planning and programme** (BSP) within Part II.B following the Director-General’s decision to have FOR absorbed by BSP:

Activity costs \$426,000

Staff costs \$897,300

- (c) Transfer of the **operating costs and staff costs related to the Participation Programme** from the Sector for external relations and cooperation (ERC) to Participation Programme and Fellowships

(Part II.C) which are now an independent budget line and which will include the operating costs and the staff costs within its appropriation:

Activity costs	\$49,000
Staff costs	\$1,334,700

- (d) Various transfers of posts at the same grade in accordance with the rationalization of the organizational structure.

These comparative transfer adjustments are recapitulated below:

Comparative Transfers

in thousands of US \$

Principal appropriation line	Net transfers to / (from)		
	Staff Costs	Activity Costs	TOTAL
	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION			
A. Governing bodies	–	–	–
B. Direction	(371)	–	(371)
C. Participation in the Joint Machinery of the United Nations System	–	–	–
TOTAL, PART I	(371)	–	(371)
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES			
A. Programmes			
I Education	–	–	–
II Natural sciences	–	–	–
III Social and human sciences	–	–	–
IV Culture	327	(200)	127
V Communication and information	–	–	–
UNESCO Institute for Statistics	–	–	–
Field – Management of decentralized programmes	–	–	–
Total, Part II.A	327	(200)	127
B. Programme-related services			
1. Coordination and monitoring of action to benefit Africa	–	–	–
2. Public information	277	–	277
3. Strategic planning and programme monitoring	1 268	626	1 894
<i>Anticipation and foresight</i>	(897)	(426)	(1 323)
4. Budget planning and management	–	–	–
Total, Part II.B	647	200	847
C. Participation Programme and Fellowships	1 335	49	1 384
TOTAL, PART II	2 309	49	2 358
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION			
A. External relations and cooperation	(1 611)	(49)	(1 660)
B. Field management and coordination	(327)	–	(327)
C. Human resources management	–	–	–
D. Accounting, treasury management and financial control	149	–	149
E. Administration	(149)	–	(149)
TOTAL, PART III	(1 938)	(49)	(1 987)
TOTAL, PARTS I-III	0	0	0

Treatment of statutory and other cost increases

(Recosting and provision for Anticipated Cost Increases)

T005

In accordance with 34 C/Resolution 92 which invited the Director-General to apply the same budgeting techniques in the preparation of document **35 C/5** as those applied to the preparation of document 34 C/5, the following approach has been taken in establishing the 35 C/5 budget, i.e. “recosting for 2008-2009 of Parts I-III” and “anticipated cost increases for 2010-2011”.

Recosting (for Parts I-III)

T006

Various elements have been analysed and taken into account in the exercise of “**recosting**” in order to calculate the increases that have already occurred or are expected in the current 2008-2009 biennium related to **Parts I-III**. With respect to **staff costs** these elements are:

- (i) the latest scale of base salaries (January 2008 scale for Professional category and above, October 2008 scale for General Service category at Headquarters, latest salary scales for each duty station for L and NPO category published by ICSC);
- (ii) the latest scale of pensionable remuneration (August 2008) for the purpose of estimating the Organization’s contribution to the United Nations Joint Staff Pension Fund;
- (iii) the Organization’s contribution to the Medical Benefit Funds at the current rate;
- (iv) post adjustment classifications for Professional staff at Headquarters and at field duty stations according to the most up-to-date indices available;
- (v) other allowances: family allowance, education grant, assignment grant, housing subsidy, mobility/hardship allowance, travel, residential security, etc., based on the average expenditures in 2008 for each category of staff, as well as on the expenditure patterns of the previous biennia;
- (vi) any other reliable information on the future statutory increases foreseen to come into effect by 31 December 2009 with regard to the base salary scale, post adjustment indices, pensionable remuneration scale and other staff entitlements.

T007

Similarly, adjustments have been made for **goods and services (activity)**, to take account of:

- (vii) economic indicators concerning the evolution of prices and exchange rates, such as “Bulletin Mensuel de Statistique” (INSEE, France), information from the INSEE website, and the “World Economic Outlook” (IMF), etc.;
- (viii) 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;
- (ix) all information available in order to apply inevitable budget adjustments of a technical nature such as:
 - increase in the amount of repayment for the Belmont Plan loan, for which \$13.8 million is defined in the repayment schedule for 2010-2011 as compared with \$13.4 million for 2008-2009.
 - elimination of the repayment for the Headquarters official residence as the repayment will be terminated in 2009. The amount of \$1.3 million which was foreseen in 2008-2009 will no longer be required in 2010-2011.

T008

After an in-depth examination of various official indicators and detailed information, and especially taking into account the impact of the recent worldwide economic crisis which is expected to reduce the inflation rates in general, the global recosting requirement and technical adjustments has been estimated at approximately **\$30 million**. This also implies that the same amount would be required over the 2008-2009 budget if the Director-General were to propose a **Zero-Real-Growth (ZRG)** budget for 2010-2011 (35 C/5). However, a **reduction of \$8 million** was also made in volume, which offsets this increase amount. As a result, the budget proposed for 2010-2011 (35 C/5) amounts to \$653 million, resulting from the combination of a volume reduction of \$8 million and recosting/technical adjustments of \$30 million.

T009

In estimating the budget requirement and in analysing the impact of the inflation and the statutory increases occurring during the current biennium 2008-2009, the inflation and statutory increase rates, i.e. recosting rates, are determined by each item of expenditure. This does not mean that, in establishing the budget for the 35 C/5 Draft, these recosting rates are applied automatically to the items to obtain the theoretically necessary amount to maintain the same purchasing power. For example, a relatively high inflation rate of 6.6% p.a. has been observed for the programme modality of “official travel”. In theory, it would be necessary to provide in the 35 C/5 an amount that corresponds to an increase of 13.6% (biennial impact of 6.6% per year) in order to maintain the same capacity to implement the programme through this modality. However, in constructing the Revised 35 C/5 Draft, an amount equal to the 34 C/5 (\$32 million) has been provided for official travel. The amount foreseen in the Revised 35 C/5 Draft for this item represents, **in real terms, a volume reduction of \$3.8 million**. This is demonstrated in the table presented below.

T010

The following table summarizes the recosting requirements for 2008-2009, **by item of expenditure**:

Recosting and Technical Adjustment for 2008-2009 cost increases for 35 C/5 Revised (\$653M)

in thousands of US \$

Item of expenditure	34 C/5 Approved after IOC adjustments, based on revised staff standard costs	Increase/ (Decrease)	35 C/5 Proposal non-recosted (at 34 C/5 price level)	Recosting / Technical adjustments	35 C/5 proposal recosted	Average annual percentage of recosting
	\$	\$	\$	\$	\$	%
Parts I-III						
(a) Staff salaries and allowances*						
Net remuneration (Base salaries and post adjustment)	263 740	4 569	268 309	14 980	283 289	2.8
Pension Fund contribution	56 096	3 813	59 909	1 800	61 709	1.5
Contribution to MBF	9 530	(169)	9 360	535	9 896	2.8
Other allowances: (Family allowance, mobility and hardship allowance, assignment grant, education grant, Field security, language allowance, statutory travel, etc.)	32 137	(3 335)	28 803	2 751	31 553	4.7
Reserve for reclassifications and merit-based promotions	2 000	–	2 000	–	2 000	0.0
Total, Staff costs	363 503	4 878	368 381	20 066	388 447	2.7

Item of expenditure	34 C/5 Approved after IOC adjustments, based on revised staff standard costs	Increase/ (Decrease)	35 C/5 Proposal non-recosted (at 34 C/5 price level)	Recosting / Technical adjustments	35 C/5 proposal recosted	Average annual percentage of recosting
	\$	\$	\$	\$	\$	%
(b) Goods and services						
Personnel services other than staff	30 028	(1 571)	28 457	1 271	29 728	2.2
Official travel	31 964	(3 792)	28 172	3 843	32 015	6.6
Contractual services	51 777	(626)	51 151	685	51 836	0.7
General operating expenses	34 879	1 055	35 934	1 401	37 335	1.9
Supplies and materials	5 050	431	5 481	198	5 679	1.8
Acquisition of furniture and equipment	7 916	1 191	9 108	(602)	8 506	(3.4)
Acquisition and improvement of premises	1 299	211	1 510	75	1 584	2.4
Financial allocations/Fellowships/Contributions (including contributions to the Joint Machinery of the United Nations System)	46 005	(1 882)	44 123	1 186	45 309	1.3
Contracts with NGOs (framework agreements)	1 813	(388)	1 426	24	1 450	0.8
Other expenditure	9 534	(1 137)	8 397	(718)	7 679	(4.4)
Total, Goods and services	220 265	(6 509)	213 756	7 362	221 119	1.7
(c) Participation Programme	18 800	(549)	18 252	749	19 000	2.0
(d) Repayment of loans for the Belmont Plan and HQ official residence (technical adjustment)	14 700	–	14 700	(916)	13 784	(3.2)
Total Parts I-III, (a) + (b) + (c) + (d)	617 268	(2 180)	615 089	27 261	642 350	2.2
Part IV – Anticipated cost increases	13 732	(5 881)	7 851	2 799	10 650	N.A.
TOTAL	631 000	(8 060)	622 940	30 060	653 000	2.4

* Personnel costs can also be broken down into Headquarters, Field and Reserve for reclassifications, as follows:

Item of expenditure	34 C/5 Approved after IOC adjustments, based on revised staff standard costs	Increase/ (Decrease)	35 C/5 Proposal non-recosted (at 34 C/5 price level)	Recosting requirements 2008-2009	35 C/5 proposal recosted	Average annual percentage of recosting
	\$	\$	\$	\$	\$	%
Personnel costs:						
Headquarters	244 520	4 062	248 581	9 428	258 009	1.9
Field	116 984	816	117 800	10 638	128 438	4.4
Reserve for reclassifications and merit based promotions	2 000	–	2 000	–	2 000	0.0
Total	363 503	4 878	368 381	20 066	388 447	2.7

Anticipated cost increases in 2010-2011 (Part IV) Rationale for maintaining Part IV

- T011** As previously explained, the cost increases related to statutory and other factors anticipated to occur during the course of programme implementation in **2010-2011** are shown separately under **Part IV** of the budget, the use of which is subject to prior approval by the Executive Board.
- T012** Proper budgeting requires that Anticipated Cost Increases (for 2010-2011) be factored in the budget. These calculations form the basis for the determination of a zero real growth budget. Although there are different ways of showing these cost increases, regrouping these anticipated cost increases under a separate and distinct heading, i.e. Part IV, would be a very transparent approach, especially as the usage of such funds (Part IV) will be controlled by the Executive Board.
- T013** In consideration of the request made by the Executive Board at its 175th session to “*seek to optimize the current budgeting techniques as set out in document 175 EX/22 Part II (B), paying particular attention to the recosting methodology used*” and “to consider the abolishment of Part IV in the Programme and Budget for 2008-2009 (34 C/5)”, an analysis was conducted on the methodology currently used and on the current practices of other United Nations organizations. This analysis was presented previously in document 34 C/5 Draft (paragraphs T009-T019). By taking into consideration various factors related to the technical rationale of the methodology, advantages and disadvantages of modifying the methodology, and the specific requirement under the financial management in UNESCO, it was proposed to maintain Part IV in the 34 C/5 budget (2008-2009) and **such an approach was approved by the General Conference at its 34th session when adopting document 34 C/5.**
- T014** In summary, UNESCO’s practice of establishing a separate budget line within the approved budget as Part IV is considered appropriate 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 total budget requirement, thus the level of assessed contribution, from the outset of the biennium; (iii) it gives 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 usage 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 IV every six months. It is therefore proposed to maintain the Part IV mechanism in establishing UNESCO’s regular budget.
- T015** The following table gives a breakdown of the Anticipated Cost Increases by item of expenditure.

Anticipated cost increases in 2010-2011 (Part IV)

In thousands of US \$

Item of expenditure	2010-2011 proposals Parts I-III	Anticipated cost increases in 2010-2011			
		HQ	Field	Total	%
	\$	\$	\$	\$	%
(a) Staff salaries and allowances					
Net remuneration	283 289	4 075	3 839	7 914	2.8
Pension fund contributions	61 709	645	284	929	1.5
Contribution to the MBF	9 896	63	34	97	1.0
Other allowances: (Family allowances, mobility and hardship allowance, assignment grant, Field security, education grant, language allowance, statutory travel, etc.)	31 553	421	436	857	2.7
Reserve for reclassifications/merit-based promotions	2 000	–	–	–	–
Subtotal, Staff Costs	388 447	5 205	4 593	9 797	2.5
(b) Goods and services – overall	253 903	245	608	853	0.3
GRAND TOTAL	642 350	5 450	5 200	10 650	1.7

Annexes

Annex I – Budget summary by main line of action of regular and extrabudgetary resources

PART	Regular Budget			Extra-budgetary resources ⁽¹⁾
	Activities	Staff	Total 35 C/5 Revised	
	\$	\$	\$	
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies				
1. General Conference	4 443 200	1 038 000	5 481 200	–
2. Executive Board	6 127 600	1 696 600	7 824 200	–
Total, I.A	10 570 800	2 734 600	13 305 400	–
B. Direction				
3. Directorate	444 600	2 853 800	3 298 400	–
4. Office of the Director-General	414 600	5 995 900	6 410 500	622 600
5. Internal Oversight	1 033 800	5 039 300	6 073 100	814 400
6. International Standards and Legal Affairs	135 700	3 719 100	3 854 800	–
7. Ethics Programme	147 000	572 300	719 300	–
Total, I.B	2 175 700	18 180 400	20 356 100	1 437 000
C. Participation in the Joint Machinery of the United Nations System				
	10 965 200	–	10 965 200	–
TOTAL, PART I	23 711 700	20 915 000	44 626 700	1 437 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
I EDUCATION				
I.1 Building blocks for EFA: literacy, teachers and work skills	14 447 500	17 448 000	31 895 500	17 136 700
I.2 From early childhood to the adult years: building effective education systems	7 758 300	18 796 200	26 554 500	4 127 100
I.3 Sector-wide frameworks: helping governments to plan and manage the education sector	11 596 200	17 819 300	29 415 500	15 216 500
I.4 Leading the education agenda: coordinating international efforts in education and tracking trends	4 873 700	8 296 500	13 170 200	25 528 000
Total, I	38 675 700	62 360 000	101 035 700	62 008 300
UNESCO education institutes				
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>				
UNESCO International Bureau of Education (IBE)	4 800 000	–	4 800 000	–
UNESCO International Institute for Educational Planning (IIEP)	5 300 000	–	5 300 000	–
UNESCO Institute for Lifelong Learning (UIL)	2 000 000	–	2 000 000	–
UNESCO Institute for Information Technologies in Education (IITE)	900 000	–	900 000	–
UNESCO International Institute for Capacity-Building in Africa (IICBA)	2 500 000	–	2 500 000	–
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 000 000	–	2 000 000	–
Total, UNESCO education institutes	17 500 000	–	17 500 000	–
TOTAL, MAJOR PROGRAMME I	56 175 700	62 360 000	118 535 700	62 008 300
II NATURAL SCIENCES				
II.1 Enhancing the leverage of science through integrated science, technology and innovation (STI) policy	2 976 500	7 070 800	10 047 300	19 342 800
II.2 Strengthening science education and capacity-building in the sciences	2 760 400	6 358 400	9 118 800	5 810 000
II.3 Promoting the sustainable management and conservation of freshwater, terrestrial resources and biodiversity as well as disaster resilience	10 297 800	18 299 900	28 597 700	23 199 300
II.4 Improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones	3 449 900	6 845 300	10 295 200	8 683 600
Total, II	19 484 600	38 574 400	58 059 000	57 035 700
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)	–	–	–	73 000 000
The International Centre for Theoretical Physics (ICTP)	1 015 000	–	1 015 000	55 086 400
Total, UNESCO science institutes	1 015 000	–	1 015 000	128 086 400
TOTAL, MAJOR PROGRAMME II	20 499 600	38 574 400	59 074 000	185 122 100

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

PART	Regular Budget			Extra-budgetary resources ⁽¹⁾
	Activities	Staff	Total 35 C/5 Revised	
	\$	\$	\$	\$
III – SOCIAL AND HUMAN SCIENCES				
III.1 Promoting human rights in UNESCO's domains and fostering dialogue on emerging social issues	3 414 800	6 294 600	9 709 400	6 513 400
III.2 Strengthening research-policy linkages for the management of social transformations	3 026 500	7 884 400	10 910 900	20 431 200
III.3 Promoting policies on physical education, sports and anti-doping	590 800	1 070 200	1 661 000	–
III.4 Assisting Member States in developing policies in the ethics of science and technology, especially bioethics	2 639 700	4 733 100	7 372 800	80 100
TOTAL, MAJOR PROGRAMME III	9 671 800	19 982 300	29 654 100	27 024 700
IV – CULTURE				
IV.1 Protecting and conserving immovable, cultural and natural properties, in particular through the effective implementation of the World Heritage Convention	4 573 200	11 400 300	15 973 500	34 376 700
IV.2 Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention	3 841 200	6 496 800	10 338 000	9 142 400
IV.3 Enhancing the protection of cultural objects and the fight against their illicit traffic, notably through the promotion and the implementation of the 1970 and 2001 Conventions, as well as the development of museums	2 789 100	5 713 000	8 502 100	5 110 300
IV.4 Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and the development of cultural and creative industries	3 512 000	6 538 700	10 050 700	13 018 300
IV.5 Integrating intercultural dialogue and cultural diversity into national policies	2 485 500	6 399 900	8 885 400	9 729 000
TOTAL, MAJOR PROGRAMME IV	17 201 000	36 548 700	53 749 700	71 376 700
V – COMMUNICATION AND INFORMATION				
V.1 Promoting freedom of expression and access to information	4 326 000	5 750 600	10 076 600	8 132 500
V.2 Strengthening free, independent and pluralistic media and communication for sustainable development	4 391 400	6 483 900	10 875 300	7 079 900
V.3 Fostering universal access to information and knowledge and the development of infrastructures	4 391 400	7 814 700	12 206 100	68 111 300
TOTAL, MAJOR PROGRAMME V	13 108 800	20 049 200	33 158 000	83 323 700
UNESCO Institute for Statistics	9 128 600	–	9 128 600	–
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>				
Field – Management of decentralized programmes	–	56 189 400	56 189 400	1 312 900
Total, II.A	125 785 500	233 704 000	359 489 500	430 168 400
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa	1 044 400	3 631 900	4 676 300	2 861 300
2. Public information	2 083 700	11 588 100	13 671 800	1 283 200
3. Strategic planning and programme monitoring	1 435 000	6 345 000	7 780 000	558 400
4. Budget planning and management	507 700	4 332 200	4 839 900	3 106 800
Total, II.B	5 070 800	25 897 200	30 968 000	7 809 700
C. Participation Programme and Fellowships				
1. Participation Programme	19 050 000	930 200	19 980 200	–
2. Fellowships programme	1 165 500	695 500	1 861 000	3 424 900
Total, II.C	20 215 500	1 625 700	21 841 200	3 424 900
TOTAL, PART II	151 071 800	261 226 900	412 298 700	441 403 000

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

PART	Regular Budget		Total 35 C/5 Revised	Extra-budgetary resources ⁽¹⁾
	Activities	Staff		
	\$	\$	\$	\$
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION				
A. External relations and cooperation	3 076 700	14 590 300	17 667 000	5 945 600
B. Field management and coordination <i>(HQ activities and field offices' operating costs)</i>	20 253 400	4 305 000	24 558 400	669 800
C. Human resources management	16 018 500	16 715 700	32 734 200	500 000
D. Accounting, treasury management and financial control	1 429 400	9 107 400	10 536 800	1 827 200
E. Administration				
1. Administrative coordination and support	218 600	3 168 000	3 386 600	197 000
2. Procurement	65 400	2 582 300	2 647 700	770 500
3. Information systems and telecommunications	6 201 100	14 908 700	21 109 800	2 872 300
4. Conferences, languages and documents	1 883 200	21 883 400	23 766 600	2 484 000
5. Common services, security, utilities and management of premises and equipment	10 899 400	17 044 300	27 943 700	4 600 000
6. Maintenance, conservation and renovation of Headquarters premises	19 073 400	–	19 073 400	45 000
Total, III-E	38 341 100	59 586 700	97 927 800	10 968 800
TOTAL, PART III	79 119 100	104 305 100	183 424 200	19 911 400
TOTAL, PARTS I-III	253 902 600	386 447 000	640 349 600	462 751 400
Reserve for reclassifications / merit-based promotions	–	2 000 000	2 000 000	–
PART IV – ANTICIPATED COST INCREASES	852 700	9 797 700	10 650 400	–
TOTAL, PARTS I-IV	254 755 300	398 244 700	653 000 000	462 751 400

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

Annex II – Summary of regular programme established posts by grade: comparison between 2008-2009 and 2010-2011

Sector / Unit	Posts in the professional category and above (Headquarters and Field)											General service posts	Local posts	TOTAL		
	DG	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-1/P-2	NPO	Total					
PART I – GENERAL POLICY AND DIRECTION																
A. Governing bodies																
General Conference (GC)	2008-2009	34 C/5 Approved	-	-	-	1	-	-	1	-	-	-	2	2	-	4
	2010-2011	35 C/5 Revised	-	-	-	-	1	1	-	-	1	-	3	1	-	4
Executive Board (EXB)	2008-2009	34 C/5 Approved	-	-	-	1	-	-	1	-	2	-	4	4	-	8
	2010-2011	35 C/5 Revised	-	-	-	1	-	1	-	-	2	-	4	4	-	8
B. Direction																
	2008-2009	34 C/5 Approved	1	1	-	4	2	11	10	9	13	-	51	27	-	78
	2010-2011	35 C/5 Revised	1	1	-	4	2	7	14	11	11	-	51	26	-	77
TOTAL, PART I		34 C/5 Approved	1	1	-	6	2	11	12	9	15	-	57	33	-	90
		35 C/5 Revised	1	1	-	5	3	9	14	11	14	-	58	31	-	89

PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES

A. Programmes

Education Sector (ED)	2008-2009	34 C/5 Approved	-	-	1	3	6	29	56	53	21	28	197	55	4	256
	2010-2011	35 C/5 Proposed	-	-	1	2	6	27	58	56	21	29	200	53	4	257
Natural Sciences Sector (SC)	2008-2009	34 C/5 Approved	-	-	2	1	3	25	21	26	18	9	105	55	-	160
	2010-2011	35 C/5 Revised	-	-	2	1	4	24	25	29	17	11	113	54	-	167
<i>(of which IOC)</i>	2008-2009	34 C/5 Approved	-	-	1	-	-	5	3	-	1	-	10	12	-	22
	2010-2011	35 C/5 Revised	-	-	1	-	1	4	6	1	1	1	15	11	-	26
Social and Human Sciences Sector (SHS)	2008-2009	34 C/5 Approved	-	-	1	-	3	11	17	14	10	5	61	25	-	86
	2010-2011	35 C/5 Revised	-	-	1	-	3	10	16	15	12	5	62	23	-	85

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)	2008-2009	34 C/5 Approved	–	–	1	1	5	8	19	45	23	12	114	48	1	163
	2010-2011	35 C/5 Revised	–	–	1	1	5	9	23	42	21	13	115	48	1	164
<i>(of which WHC)</i>	2008-2009	34 C/5 Approved	–	–	–	1	2	–	7	7	5	–	22	15	–	37
	2010-2011	35 C/5 Revised	–	–	–	1	2	1	6	7	4	–	21	15	–	36
Communication and Information Sector (CI)	2008-2009	34 C/5 Approved	–	–	1	1	2	10	15	15	7	12	63	25	–	88
	2010-2011	35 C/5 Revised	–	–	1	1	2	8	17	16	6	13	64	25	–	89
Field – Management of decentralized programmes (BFC)	2008-2009	34 C/5 Approved	–	–	–	6	34	17	4	8	29	5	103	–	295	398
	2010-2011	35 C/5 Revised	–	–	–	6	33	16	4	9	28	9	105	–	308	413
B. Programme-related services																
Coordination and monitoring of action to benefit Africa (AFR)	2008-2009	34 C/5 Approved	–	–	1	–	–	2	2	2	2	1	10	6	–	16
	2010-2011	35 C/5 Revised	–	–	1	–	1	1	2	2	2	1	10	6	–	16
Public information (BPI)	2008-2009	34 C/5 Approved	–	–	–	1	–	4	7	13	2	–	27	30	–	57
	2010-2011	35 C/5 Revised	–	–	–	1	–	4	8	12	2	–	27	31	–	58
Strategic planning and programme monitoring (BSP) ^(*)	2008-2009	34 C/5 Approved	–	–	1	1	2	4	3	1	4	–	16	7	–	23
	2010-2011	35 C/5 Revised	–	–	1	–	2	5	4	2	4	–	18	7	–	25
Budget planning and management (BB)	2008-2009	34 C/5 Approved	–	–	–	1	1	3	1	4	4	–	14	5	–	19
	2010-2011	35 C/5 Revised	–	–	–	1	1	3	1	4	4	–	14	5	–	19
C. Participation Programme and Fellowships																
Participation Programme (PP)	2008-2009	34 C/5 Approved	–	–	–	–	–	1	–	–	1	–	2	6	–	8
	2010-2011	35 C/5 Revised	–	–	–	–	–	–	–	–	1	–	1	5	–	6
Fellowships Programme (FEL)	2008-2009	34 C/5 Approved	–	–	–	–	–	–	–	–	–	–	–	5	–	5
	2010-2011	35 C/5 Revised	–	–	–	–	–	–	–	–	–	–	–	5	–	5
TOTAL, PART II		34 C/5 Approved	–	–	8	15	56	114	145	181	121	72	712	267	300	1 279
		35 C/5 Revised	–	–	8	13	57	107	158	187	118	81	729	262	313	1 304

(*) Includes Anticipation and Foresight (FOR)

Sector / Unit			Posts in the professional category and above (Headquarters and Field)										General service posts	Local posts	TOTAL		
			DG	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-1/P-2	NPO				Total	
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION																	
A.	External relations and cooperation (ERC)	2008-2009	34 C/5 Approved	–	–	1	1	1	7	10	10	8	–	38	34	–	72
		2010-2011	35 C/5 Revised	–	–	1	1	1	8	7	10	8	–	36	32	–	68
B.	Field management and coordination (BFC)	2008-2009	34 C/5 Approved	–	–	–	1	1	1	4	3	2	–	12	8	–	20
		2010-2011	35 C/5 Revised	–	–	–	1	1	1	4	2	2	–	11	8	–	19
C.	Human resources management (HRM)	2008-2009	34 C/5 Approved	–	–	–	1	1	6	7	11	11	–	37	49	–	86
		2010-2011	35 C/5 Revised	–	–	–	1	1	6	7	13	9	–	37	50	–	87
D.	Accounting, treasury management and financial control (BOC)	2008-2009	34 C/5 Approved	–	–	–	1	1	2	5	6	7	–	22	19	–	41
		2010-2011	35 C/5 Revised	–	–	–	1	1	2	6	7	7	–	24	19	–	43
E.	Administration (ADM)	2008-2009	34 C/5 Approved	–	–	1	–	4	18	28	25	13	–	89	248	–	337
		2010-2011	35 C/5 Revised	–	–	1	–	4	18	26	35	18	–	102	243	–	345
TOTAL, PART III			<i>34 C/5 Approved</i>	–	–	2	4	8	34	54	55	41	–	198	358	–	556
			<i>35 C/5 Revised</i>	–	–	2	4	8	35	50	67	44	–	210	352	–	562
GRAND TOTAL, PARTS I-III			<i>34 C/5 Approved</i>	1	1	10	25	66	159	211	245	177	72	967	658	300	1 925
			<i>35 C/5 Revised</i>	1	1	10	22	68	151	222	265	176	81	997	645	313	1 955

Annex III – Summary of established posts for 2010-2011: Regular and extrabudgetary programmes

	DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
							Posts	Cost
								\$

PART I – GENERAL POLICY AND DIRECTION

A. Governing bodies

General Conference (GC)

REGULAR PROGRAMME:

Headquarters	–	–	–	1	2	1	4	1 038 000
Field	–	–	–	–	–	–	–	–
35 C/5 Revised	–	–	–	1	2	1	4	1 038 000

EXTRABUDGETARY

	–	–	–	–	–	–	–	–
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Executive Board (EXB)

REGULAR PROGRAMME:

Headquarters	–	–	–	1	3	4	8	1 696 600
Field	–	–	–	–	–	–	–	–
35 C/5 Revised	–	–	–	1	3	4	8	1 696 600

EXTRABUDGETARY

	–	–	–	–	–	–	–	–
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B. Direction

(including: Directorate,
Office of the Director-General,
Internal Oversight,
International Standards
and Legal Affairs, and
the Ethics Programme)

REGULAR PROGRAMME:

Headquarters	1	1	–	6	43	26	77	18 180 400
Field	–	–	–	–	–	–	–	–
35 C/5 Revised	1	1	–	6	43	26	77	18 180 400

EXTRABUDGETARY

	–	–	–	–	4	–	4	1 345 200
--	---	---	---	---	---	---	---	-----------

TOTAL, PART I

REGULAR PROGRAMME:

Headquarters	1	1	–	8	48	31	89	20 915 000
Field	–	–	–	–	–	–	–	–
35 C/5 Revised	1	1	–	8	48	31	89	20 915 000

EXTRABUDGETARY

	–	–	–	–	4	–	4	1 345 200
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PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES

A. Programmes

Education Sector (ED)

REGULAR PROGRAMME:

Headquarters	–	–	1	5	72	53	131	28 977 100
Field	–	–	–	3	119	4	126	33 382 900
35 C/5 Revised	–	–	1	8	191	57	257	62 360 000

EXTRABUDGETARY

	–	–	–	–	6	–	6	2 127 700
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Natural Sciences Sector (SC)

REGULAR PROGRAMME:

Headquarters	–	–	2	5	57	54	118	25 500 700
Field	–	–	–	–	49	–	49	13 073 700
35 C/5 Revised	–	–	2	5	106	54	167	38 574 400

(of which IOC)

Headquarters	–	–	1	1	10	11	23	5 243 800
Field	–	–	–	–	3	–	3	793 500
35 C/5 Revised	–	–	1	1	13	11	26	6 037 300

EXTRABUDGETARY

	–	–	–	–	3	–	3	927 900
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(of which IOC)

	–	–	–	–	–	–	–	–
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		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
Social and Human Sciences Sector (SHS)	REGULAR PROGRAMME:								
	Headquarters	–	–	1	3	36	23	63	14 117 600
	Field	–	–	–	–	22	–	22	5 864 700
	35 C/5 Revised	–	–	1	3	58	23	85	19 982 300
	EXTRABUDGETARY	–	–	–	–	2	–	2	636 200
Culture Sector (CLT)	REGULAR PROGRAMME:								
	Headquarters	–	–	1	6	65	48	120	25 962 100
	Field	–	–	–	–	43	1	44	10 586 600
	35 C/5 Revised	–	–	1	6	108	49	164	36 548 700
	<i>(of which WHC)</i>								
	Headquarters	–	–	–	3	18	15	36	7 759 100
	Field	–	–	–	–	–	–	–	–
	35 C/5 Revised	–	–	–	3	18	15	36	7 759 100
	EXTRABUDGETARY	–	–	–	–	10	–	10	4 030 100
	<i>(of which WHC)</i>	–	–	–	–	4	–	4	1 092 600
Communication and Information Sector (CI)	REGULAR PROGRAMME:								
	Headquarters	–	–	1	3	28	25	57	12 641 300
	Field	–	–	–	–	32	–	32	7 407 900
	35 C/5 Revised	–	–	1	3	60	25	89	20 049 200
	EXTRABUDGETARY	–	–	–	–	3	2	5	1 155 300
Field – Management of decentralized programmes (BFC)	REGULAR PROGRAMME:								
	Headquarters	–	–	–	–	–	–	–	–
	Field	–	–	–	39	66	308	413	56 189 400
	35 C/5 Revised	–	–	–	39	66	308	413	56 189 400
	EXTRABUDGETARY	–	–	–	–	4	–	4	1 312 900
B. Programme-related services									
Coordination and monitoring of action to benefit Africa (AFR)	REGULAR PROGRAMME:								
	Headquarters	–	–	1	1	6	6	14	3 205 100
	Field	–	–	–	–	2	–	2	426 800
	35 C/5 Revised	–	–	1	1	8	6	16	3 631 900
	EXTRABUDGETARY	–	–	–	–	1	–	1	361 300
Public information (BPI)	REGULAR PROGRAMME:								
	Headquarters	–	–	–	1	25	31	57	11 157 400
	Field	–	–	–	–	1	–	1	430 700
	35 C/5 Revised	–	–	–	1	26	31	58	11 588 100
	EXTRABUDGETARY	–	–	–	–	2	3	5	1 283 200
Strategic planning and programme monitoring (BSP)	REGULAR PROGRAMME:								
	Headquarters	–	–	1	2	15	7	25	6 345 000
	Field	–	–	–	–	–	–	–	–
	35 C/5 Revised	–	–	1	2	15	7	25	6 345 000
	EXTRABUDGETARY	–	–	–	–	1	–	1	358 400

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
Budget planning and management (BB)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	2	12	5	19	4 332 200
	Field	-	-	-	-	-	-	-	-
	35 C/5 Revised	-	-	-	2	12	5	19	4 332 200
	EXTRABUDGETARY	-	-	-	-	8	5	13	3 106 800
C. Participation Programme and Fellowships									
Participation Programme (PP)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	-	1	5	6	930 200
	Field	-	-	-	-	-	-	-	-
	35 C/5 Revised	-	-	-	-	1	5	6	930 200
	EXTRABUDGETARY	-	-	-	-	-	-	-	-
Fellowships Programme (FEL)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	-	-	5	5	695 500
	Field	-	-	-	-	-	-	-	-
	35 C/5 Revised	-	-	-	-	-	5	5	695 500
	EXTRABUDGETARY	-	-	-	-	2	-	2	638 400
TOTAL, PART II	REGULAR PROGRAMME:								
	Headquarters	-	-	8	28	317	262	615	133 864 200
	Field	-	-	-	42	334	313	689	127 362 700
	35 C/5 Revised	-	-	8	70	651	575	1 304	261 226 900
	EXTRABUDGETARY	-	-	-	-	42	10	52	15 938 200
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION									
A. External relations and cooperation (ERC)	REGULAR PROGRAMME:								
	Headquarters	-	-	1	2	30	32	65	13 515 500
	Field	-	-	-	-	3	-	3	1 074 800
	35 C/5 Revised	-	-	1	2	33	32	68	14 590 300
	EXTRABUDGETARY	-	-	-	1	12	8	21	5 625 900
B. Field management and coordination (BFC)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	2	9	8	19	4 305 000
	Field	-	-	-	-	-	-	-	-
	35 C/5 Revised	-	-	-	2	9	8	19	4 305 000
	EXTRABUDGETARY	-	-	-	-	1	-	1	219 800
C. Human resources management (HRM)	REGULAR PROGRAMME:								
	Headquarters	-	-	-	2	35	50	87	16 715 700
	Field	-	-	-	-	-	-	-	-
	35 C/5 Revised	-	-	-	2	35	50	87	16 715 700
	EXTRABUDGETARY	-	-	-	-	1	1	2	500 000

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
D. Accounting, treasury management and financial control (BOC)	REGULAR PROGRAMME:								
	Headquarters	–	–	–	2	22	19	43	9 107 400
	Field	–	–	–	–	–	–	–	–
	35 C/5 Revised	–	–	–	2	22	19	43	9 107 400
	EXTRABUDGETARY	–	–	–	–	3	6	9	1 827 200
E. Administration (ADM)	REGULAR PROGRAMME:								
	Headquarters	–	–	1	4	97	243	345	59 586 700
	Field	–	–	–	–	–	–	–	–
	35 C/5 Revised	–	–	1	4	97	243	345	59 586 700
	EXTRABUDGETARY	–	–	–	–	12	40	52	9 923 800
TOTAL, PART III	REGULAR PROGRAMME:								
	Headquarters	–	–	2	12	193	352	559	103 230 300
	Field	–	–	–	–	3	–	3	1 074 800
	35 C/5 Revised	–	–	2	12	196	352	562	104 305 100
	EXTRABUDGETARY	–	–	–	1	29	55	85	18 096 700
TOTAL, PARTS I-III	REGULAR PROGRAMME:								
	Headquarters	1	1	10	48	558	645	1 263	258 009 500
	Field	–	–	–	42	337	313	692	128 437 500
	35 C/5 Revised	1	1	10	90	895	958	1 955	386 447 000
	Reserve for reclassifications / merit-based promotions								2 000 000
	Grand Total, Regular Programme, 35 C/5 Revised	1	1	10	90	895	958	1 955	388 447 000
	EXTRABUDGETARY	–	–	–	1	75	65	141	35 380 100

The above extrabudgetary figures do not include 10 posts (\$2.3M) for UNESCO Staff and Loan Services (USLS).

Annex IV – Summary of decentralization by region

List of field offices (excluding UNESCO institutes and centres)

Africa

Cluster Offices and Regional Bureaux

Accra
Addis Ababa
Bamako
Dakar, and Regional Bureau for Education
Dar es Salaam
Harare
Libreville
Nairobi, and Regional Bureau for Science
Windhoek
Yaoundé

National Offices

Abuja
Brazzaville
Bujumbura
Kinshasa
Maputo

Arab States

Cluster Offices and Regional Bureaux

Beirut, and Regional Bureau for Education
Cairo, and Regional Bureau for Science
Doha
Rabat

National Offices

Amman
Iraq
Ramallah
Sudan

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 with the United Nations System

Geneva
New York

Latin America and the Caribbean

Cluster Offices and Regional Bureaux

Havana, and Regional Bureau for Culture
Kingston
Montevideo, and Regional Bureau for Science
Quito
San José
Santiago, and Regional Bureau for Education

National Offices

Brasilia
Guatemala
Lima
Mexico
Port-au-Prince

Table 1 – Regular programme by region and by main line of action / units
Extrabudgetary funds by main line of action / executing units (ED, SC, SHS, CLT, CI, UIS, BFC, AFR, BPI, ERC)

Major Programme / Main line of action / Unit	Regular Budget							35 C/5 Revised	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	28 977 100 46.5%	10 777 700 17.3%	6 789 200 10.9%	8 871 700 14.2%	1 169 900 1.9%	5 774 400 9.3%	33 382 900 53.5%	62 360 000 100.0%	1 127 200
II. Activities									
I.1	3 054 000	5 851 000	1 272 800	2 895 400	49 300	1 325 000	11 393 500	14 447 500	16 042 600
I.2	2 512 200	2 401 000	742 800	1 048 200	98 500	955 600	5 246 100	7 758 300	2 275 100
I.3	2 982 700	2 809 800	1 277 700	3 160 500	86 700	1 278 800	8 613 500	11 596 200	9 238 000
I.4	3 389 000	382 300	268 000	428 500	–	405 900	1 484 700	4 873 700	2 781 800
UNESCO education institutes IICBA and IESALC	–	2 500 000	–	–	–	2 000 000	4 500 000	4 500 000	–
Total Activities ³	11 937 900 27.6%	13 944 100 32.3%	3 561 300 8.2%	7 532 600 17.4%	234 500 0.5%	5 965 300 13.8%	31 237 800 72.4%	43 175 700 100.0%	30 337 500
Total, ED (excl. IBE, IIEP, UIL, IITE)	40 915 000 38.8%	24 721 800 23.4%	10 350 500 9.8%	16 404 300 15.5%	1 404 400 1.3%	11 739 700 11.1%	64 620 700 61.2%	105 535 700 100.0%	31 464 700
UNESCO education institutes IBE, IIEP, UIL, IITE	–						13 000 000	13 000 000	–
Total, ED (incl. IBE, IIEP, UIL, IITE)	40 915 000 34.5%						77 620 700 65.5%	118 535 700 100.0%	31 464 700
NATURAL SCIENCES									
I. Staff (established posts)	25 500 700 66.1%	3 954 800 10.3%	1 730 500 4.5%	3 490 900 9.1%	2 104 900 5.5%	1 792 600 4.6%	13 073 700 33.9%	38 574 400 100.0%	–
II. Activities									
II.1	2 113 300	317 200	125 100	190 100	42 000	188 800	863 200	2 976 500	4 457 800
II.2	1 728 900	247 100	181 100	240 300	187 800	175 200	1 031 500	2 760 400	80 000

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

2. Established posts do not include UNESCO education institutes (the costs related to established posts of the institutes are included in the financial allocation).

3. Excluding the education institutes for which the distribution of activities by region is not yet available (IBE, IIEP, UIL, IITE).

Regular Budget								35 C/5 Revised	Decentralized extrabudgetary resources ¹
Major Programme / Main line of action / Unit	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
II.3	5 883 000	1 388 100	783 800	1 091 900	171 400	979 600	4 414 800	10 297 800	10 113 900
II.4	2 789 800	98 500	29 600	305 400	59 100	167 500	660 100	3 449 900	12 850 000
UNESCO science institutes ICTP and IHE	–	261 700	194 600	232 400	144 600	181 700	1 015 000	1 015 000	128 086 400
Total Activities	12 515 000	2 312 600	1 314 200	2 060 100	604 900	1 692 800	7 984 600	20 499 600	155 588 100
	61.1%	11.3%	6.4%	10.1%	3.0%	8.3%	39.0%	100.0%	
Total, SC	38 015 700	6 267 400	3 044 700	5 551 000	2 709 800	3 485 400	21 058 300	59 074 000	155 588 100
	64.4%	10.6%	5.2%	9.4%	4.6%	5.9%	35.6%	100.0%	
Total, SC (excluding institutes)	38 015 700	6 005 700	2 850 100	5 318 600	2 565 200	3 303 700	20 043 300	58 059 000	27 501 700
	65.5%	10.3%	4.9%	9.2%	4.4%	5.7%	34.5%	100.0%	
SOCIAL AND HUMAN SCIENCES									
I. Staff (established posts)	14 117 600	1 243 500	895 300	2 113 700	132 900	1 479 300	5 864 700	19 982 300	–
	70.7%	6.2%	4.5%	10.6%	0.7%	7.4%	29.3%	100.0%	
II. Activities									
III.1	1 654 900	550 800	624 000	278 900	59 100	247 100	1 759 900	3 414 800	5 818 200
III.2	1 681 300	445 300	155 200	349 200	48 200	347 300	1 345 200	3 026 500	20 205 300
III.3	590 800	–	–	–	–	–	–	590 800	–
III.4	1 107 400	433 200	266 000	226 600	315 300	291 200	1 532 300	2 639 700	15 000
Total Activities	5 034 400	1 429 300	1 045 200	854 700	422 600	885 600	4 637 400	9 671 800	26 038 500
	52.1%	14.8%	10.8%	8.8%	4.4%	9.2%	47.9%	100.0%	
Total, SHS	19 152 000	2 672 800	1 940 500	2 968 400	555 500	2 364 900	10 502 100	29 654 100	26 038 500
	64.6%	9.0%	6.5%	10.0%	1.9%	8.0%	35.4%	100.0%	
CULTURE									
I. Staff (established posts)	25 962 100	2 831 400	1 456 800	2 839 300	1 317 400	2 141 700	10 586 600	36 548 700	1 578 000
	71.0%	7.7%	4.0%	7.8%	3.6%	5.9%	29.0%	100.0%	
II. Activities									
IV.1	2 669 700	561 900	234 900	689 600	128 100	289 000	1 903 500	4 573 200	12 875 700
IV.2	2 205 800	568 500	297 500	339 900	84 600	344 900	1 635 400	3 841 200	3 630 500

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

Major Programme / Main line of action / Unit	Regular Budget							35 C/5 Revised	Decentralized extrabudgetary resources ¹
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
IV.3	1 391 200	399 000	238 900	310 300	117 200	332 500	1 397 900	2 789 100	1 256 400
IV.4	2 075 000	451 200	285 000	330 000	83 700	287 100	1 437 000	3 512 000	11 581 800
IV.5	1 224 200	463 000	252 700	202 000	85 800	257 800	1 261 300	2 485 500	7 424 300
Total Activities	9 565 900	2 443 600	1 309 000	1 871 800	499 400	1 511 300	7 635 100	17 201 000	36 768 700
	55.6%	14.2%	7.6%	10.9%	2.9%	8.8%	44.4%	100.0%	
Total, CLT	35 528 000	5 275 000	2 765 800	4 711 100	1 816 800	3 653 000	18 221 700	53 749 700	38 346 700
	66.1%	9.8%	5.1%	8.8%	3.4%	6.8%	33.9%	100.0%	
COMMUNICATION AND INFORMATION									
I. Staff (established posts)	12 641 300	2 740 200	1 013 800	1 872 100	315 300	1 466 500	7 407 900	20 049 200	–
	63.1%	13.7%	5.1%	9.3%	1.6%	7.3%	36.9%	100.0%	
II. Activities									
V.1	1 984 300	766 500	298 100	681 100	85 100	510 900	2 341 700	4 326 000	6 592 300
V.2	2 014 100	778 000	302 600	691 600	86 400	518 700	2 377 300	4 391 400	3 683 800
V.3	2 014 100	778 000	302 600	691 600	86 400	518 700	2 377 300	4 391 400	7 381 600
Total Activities	6 012 500	2 322 500	903 300	2 064 300	257 900	1 548 300	7 096 300	13 108 800	17 657 700
	45.9%	17.7%	6.9%	15.7%	2.0%	11.8%	54.1%	100.0%	
Total, CI	18 653 800	5 062 700	1 917 100	3 936 400	573 200	3 014 800	14 504 200	33 158 000	17 657 700
	56.3%	15.3%	5.8%	11.9%	1.7%	9.1%	43.7%	100.0%	
Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IIITE)	45 065 700	22 452 100	8 133 000	14 383 500	2 019 300	11 603 300	58 591 200	103 656 900	266 390 500
	43.5%	21.7%	7.8%	13.9%	1.9%	11.2%	56.5%	100.0%	
Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IIITE)	45 065 700						71 591 200	116 656 900	266 390 500
	38.6%						61.4%	100.0%	
UNESCO Institute for Statistics									
II. Activities ⁴	–	–	–	–	–	–	9 128 600	9 128 600	–
Field – Management of decentralized programmes									
I. Staff (established posts)	–	15 261 000	9 340 300	14 363 400	3 739 800	13 484 900	56 189 400	56 189 400	1 312 900
Subtotal, Part II. A (excl. IBE, IIEP, UIL, IIITE, UIS)	152 264 500	59 260 700	29 358 900	47 934 600	10 799 500	37 742 700	185 096 400	337 360 900	270 408 600
	45.1%	17.6%	8.7%	14.2%	3.2%	11.2%	54.9%	100.0%	
Subtotal, Part II. A (incl. financial allocation for all institutes)	152 264 500						207 225 000	359 489 500	270 408 600
	42.4%						57.6%	100.0%	

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

4. The distribution of the UIS activities budget by region is not yet available.

Regular Budget								35 C/5 Revised	Decentralized extrabudgetary resources ¹
Major Programme / Main line of action / Unit	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
Part II. B									
Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)	3 205 100	426 800	–	–	–	–	426 800	3 631 900	361 300
II. Activities	744 400	300 000	–	–	–	–	300 000	1 044 400	–
Public information									
I. Staff (established posts)	11 157 400	–	–	–	430 700	–	430 700	11 588 100	–
II. Activities (operating costs)	2 017 800	–	–	24 200	41 700	–	65 900	2 083 700	–
Subtotal, Part II.B	17 124 700	726 800	–	24 200	472 400	–	1 223 400	18 348 100	361 300
	93.3%	4.0%	0.0%	0.1%	2.6%	0.0%	6.7%	100.0%	
Part III									
A. External relations and cooperation									
I. Staff (established posts)	13 515 500	–	–	–	1 074 800	–	1 074 800	14 590 300	–
II. Activities	3 076 700	–	–	–	–	–	–	3 076 700	–
B. Field management and coordination									
I. Staff (established posts)	4 305 000	–	–	–	–	–	–	4 305 000	–
II. Activities (field operating costs)	1 885 600	5 766 300	2 470 800	4 739 900	1 553 600	3 449 000	17 979 600	19 865 200	450 000
Subtotal, Part III	22 782 800	5 766 300	2 470 800	4 739 900	2 628 400	3 449 000	19 054 400	41 837 200	450 000
	54.5%	13.8%	5.9%	11.3%	6.3%	8.2%	45.5%	100.0%	
Total, Staff	139 381 800	37 235 400	21 225 900	33 551 100	10 285 700	26 139 400	128 437 500	267 819 300	4 379 400
	52.0%	13.9%	7.9%	12.5%	3.8%	9.8%	48.0%	100.0%	
Total, Activities (excl. IBE, IIEP, UIL, IITE, UIS)	52 790 200	28 518 400	10 603 800	19 147 600	3 614 600	15 052 300	76 936 700	129 726 900	266 840 500
	40.7%	22.0%	8.2%	14.8%	2.8%	11.6%	59.3%	100.0%	
Total, Activities (incl. all institutes)	52 790 200						99 065 300	151 855 500	266 840 500
	34.8%						65.2%	100.0%	
TOTAL	192 172 000						227 502 800	419 674 800	271 219 900
	45.8%						54.2%	100.0%	

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

	Regular Budget	Extrabudgetary
	\$	\$
35 C/5 Revised	653 000 000	462 751 400
Decentralized funds	227 502 800	271 219 900
Decentralization rate	34.8%	58.6%

Table 2 – Regular budget established posts in the field by region and by category

Major Programme / Sector / Unit	Region / Number of posts in the Field																				Field Total	
	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean					
	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total		
MP I – ED ¹	–	41	–	41	1	19	4	24	1	33	–	34	1	3	–	4	–	23	–	23	126	
MP II – SC ¹	–	15	–	15	–	7	–	7	–	13	–	13	–	7	–	7	–	7	–	7	49	
MP III – SHS	–	6	–	6	–	3	–	3	–	7	–	7	–	1	–	1	–	5	–	5	22	
MP IV – CLT	–	12	–	12	–	5	–	5	–	13	–	13	–	4	1	5	–	9	–	9	44	
MP V – CI	–	12	–	12	–	5	–	5	–	8	–	8	–	1	–	1	–	6	–	6	32	
Field – Management	11	22	87	120	5	13	47	65	10	16	95	121	4	2	9	15	9	13	70	92	413	
Total, Part II.A²	11	108	87	206	6	52	51	109	11	90	95	196	5	18	10	33	9	63	70	142	686	
Part II.B																						
AFR	–	2	–	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
BPI	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	–	–	1
Part III																						
ERC	–	–	–	–	–	–	–	–	–	–	–	–	–	3	–	3	–	–	–	–	–	3
Total, Decentralization	11	110	87	208	6	52	51	109	11	90	95	196	5	22	10	37	9	63	70	142	692	
<i>%³</i>				30%				16%				28%				5%					21%	100%

Total posts	1 955
Posts decentralized	692
% of posts decentralized	35%

1. Excluding UNESCO institutes.
2. Excluding UIS.
3. This % shows the weight of each region in UNESCO's field network in terms of the number of posts in the field.

Annex V – 35 C/5 Evaluation Plan (2010-2011)

The Evaluation Plan below is based on the 34 C/4 long-term Evaluation Plan and is consistent with the UNESCO Evaluation Strategy (176 EX/26). It covers all components of the evaluation universe, i.e. C/4 strategic programme objectives (SPOs), thematic evaluations and decentralized bodies. Each SPO evaluation will comprise activities that are expected to contribute to the particular SPO. This will include activities funded through the regular budget and a representative sample of extrabudgetary funded activities.

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
<p><i>C/4 strategic programme objectives (SPOs)</i></p>	<p>Evaluation of SPO 5: Contributing to disaster preparedness and mitigation</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Tsunami-early warning systems established and operational in Africa, the South Pacific, the Mediterranean Sea, the North-East Atlantic and the Caribbean • Vulnerable and weakened communities prepared to cope with disasters through access and use of information and knowledge and to mitigate their impact • Governments advised and assisted in the design of policies mitigating disaster risks and impact • Contributions made to the development of national strategies for natural and human-induced disaster prevention and vulnerability reduction and included in United Nations system common country programming efforts 	<p><i>December 2010</i></p>
	<p>Evaluation of SPO 7: Enhancing research-policy linkages on social transformations</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Platforms for dialogue and exchange between social science research and policy-makers consolidated at the international, regional and national levels, in particular regarding poverty eradication • Collaborative national and regional social science research programmes created for key issues, involving national and regional capacity-building and South-South cooperation • Science policies and establishment of national research systems promoted benefiting from South-South cooperation 	<p><i>December 2010</i></p>
	<p>Evaluation of SPO 1 and SPO 2 – Phase I: Mid-term evaluation of C/5 biennial sectoral priorities</p> <p>This evaluation will assess the extent to which the 35 C/5 biennial sectoral priorities for the ED Sector were achieved. The evaluation will also assess progress towards achieving the objectives (listed below) of these biennial sectoral priorities and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Political commitment raised and allocation of financial resources for EFA increased at the global and national levels, particularly in Africa • Progress towards EFA goals at the global, regional and country levels regularly monitored and used as input for evidence-based policies by Member States • Literacy integrated in national education systems and plans, especially in Africa, as well as in United Nations common country programming exercises in all regions, building on the United Nations Literacy Decade and Plan of Action 2003-2012 • Institutional capacities in Member States enhanced through the Global Action Plan to improve access for learners at all levels • Quality education in Member States promoted with a special emphasis on education for peace 	<p><i>December 2011</i></p>

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
	<ul style="list-style-type: none"> • Higher education and teacher training fully integrated into national education plans and systems, especially in Africa • Educational norms and standards to foster the right to education developed, disseminated and monitored at country level • Member States in all regions assisted in integrating ICTs in teaching and learning processes at all levels • Member States advised on integrating sustainable development into curricula and learning process aimed at achieving the objectives of UNDESD • Member States in all regions assisted in developing comprehensive education sector HIV and AIDS responses 	
	<p>Evaluation of SPO 8: Fostering research on critical emerging ethical and social issues</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Organization-wide actions formulated based on future-oriented studies concerning emerging critical ethical and social issues of relevance to UNESCO's fields of competence • Mechanisms developed to anticipate emerging issues and risks in UNESCO's fields of competence 	December 2011
	<p>Evaluation of SPO 9: Strengthening the contribution of culture to sustainable development</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Principles of cultural diversity integrated into policies, mechanisms and practices at national and regional levels • Cultural development reflected in national development plans and legislation • The role of culture in development and principles of cultural diversity reflected in South-South cooperation initiatives • Awareness about the cultural contribution of indigenous peoples to sustainable development enhanced • New cooperative mechanisms, including public-private partnerships, based on the principles of cultural diversity, developed for cultural industries and best practices in this area collected and recognized by UNESCO 	December 2011
	<p>Evaluation of SPO 12: Enhancing universal access to information and knowledge</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Conditions for freedom of expression and universal access to information and knowledge enhanced in all regions • Capacities and competencies of media and information professionals enhanced • Linguistic diversity in media and information networks enhanced • Marginalized populations and populations with special needs empowered to participate in development processes by providing access to media, in particular community media 	December 2011
<i>Strategic Evaluations</i>	<p>Evaluation of UNESCO strategic policy development processes, including results-based and risk management</p> <p>This evaluation will focus on the efficiency and effectiveness of UNESCO's strategic policy development process and assess the progress in implementation of results-based management and risk management.</p>	December 2010
<i>Decentralized bodies</i>	<p>Evaluation of 12 pilot locations</p> <p>The list of decentralized bodies and/or pilot locations will be decided upon in early 2009.</p>	<i>Pending decision on pilot locations</i>

Annex VI – Regular budget summary by main object of expenditure

Regular Budget														Total Estimates 2010-2011
Principal Appropriation Line	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														
1. General Conference	1 038 000	–	3 026 200	120 000	3 000	564 000	522 000	204 000	4 000	–	–	–	–	5 481 200
2. Executive Board	1 696 600	–	3 604 100	1 777 200	–	260 000	446 300	20 000	14 000	–	–	–	6 000	7 824 200
Total, Part I.A	2 734 600	–	6 630 300	1 897 200	3 000	824 000	968 300	224 000	18 000	–	–	–	6 000	13 305 400
B. Direction														
3. Directorate	2 853 800	–	90 000	–	112 000	10 000	108 000	105 000	19 600	–	–	–	–	3 298 400
4. Office of the Director-General	5 995 900	–	92 000	23 000	80 000	15 000	122 000	40 500	42 100	–	–	–	–	6 410 500
5. Internal Oversight	5 039 300	–	72 500	59 100	332 700	463 300	40 200	19 500	22 700	–	–	–	23 800	6 073 100
6. International Standards and Legal Affairs	3 719 100	–	42 000	–	20 000	4 700	40 000	16 000	13 000	–	–	–	–	3 854 800
7. Ethics Programme	572 300	–	20 000	–	20 000	72 500	24 500	5 000	5 000	–	–	–	–	719 300
Total, Part I.B	18 180 400	–	316 500	82 100	564 700	565 500	334 700	186 000	102 400	–	–	–	23 800	20 356 100
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	50 000	2 000 000	–	–	1 350 000	1 500 000	5 630 400	–	434 800	10 965 200
TOTAL, PART I	20 915 000	–	6 946 800	1 979 300	617 700	3 389 500	1 303 000	410 000	1 470 400	1 500 000	5 630 400	–	464 600	44 626 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
I Education	28 977 100	33 382 900	4 921 000	4 921 000	5 315 000	17 957 700	2 458 000	1 477 800	1 477 800	–	17 500 000	–	147 400	118 535 700
II Natural sciences	25 500 700	13 073 700	2 688 200	2 563 600	2 179 900	8 322 200	1 536 500	325 100	405 400	–	1 872 000	364 100	242 600	59 074 000
III Social and human sciences	14 117 600	5 864 700	394 100	2 192 600	1 048 200	3 623 200	394 100	591 100	492 600	–	–	837 400	98 500	29 654 100
IV Culture	25 962 100	10 586 600	3 770 300	1 806 300	2 015 000	6 120 600	1 425 600	438 400	677 900	–	440 900	221 800	284 200	53 749 700
V Communication and information	12 641 300	7 407 900	1 441 900	1 048 700	1 442 000	4 365 400	1 179 800	131 100	393 200	–	3 014 900	26 200	65 600	33 158 000
UNESCO Institute for Statistics	–	–	–	–	–	–	–	–	–	–	9 128 600	–	–	9 128 600
Field - Management of decentralized programmes	–	56 189 400	–	–	–	–	–	–	–	–	–	–	–	56 189 400
Total, Part II.A	107 198 800	126 505 200	13 215 500	12 532 200	12 000 100	40 389 100	6 994 000	2 963 500	3 446 900	–	31 956 400	1 449 500	838 300	359 489 500
B. Programme-related services														
1. Coordination and monitoring of action to benefit Africa	3 205 100	426 800	320 100	39 400	158 600	98 900	187 600	40 600	28 600	–	–	–	170 600	4 676 300
2. Public information	11 157 400	430 700	223 100	3 600	134 900	1 151 400	406 700	95 400	68 600	–	–	–	–	13 671 800
3. Strategic planning and programme monitoring	6 345 000	–	246 300	44 300	369 500	415 700	154 700	92 500	44 300	–	–	–	67 700	7 780 000
4. Budget planning and management	4 332 200	–	7 000	–	45 000	384 200	20 000	21 500	30 000	–	–	–	–	4 839 900
Total, Part II.B	25 039 700	857 500	796 500	87 300	708 000	2 050 200	769 000	250 000	171 500	–	–	–	238 300	30 968 000
C. Participation Programme and Fellowships														
1. Participation Programme	930 200	–	10 000	–	13 000	9 000	9 800	2 500	5 700	–	19 000 000	–	–	19 980 200
2. Fellowships Programme	695 500	–	–	–	6 500	5 500	33 700	5 000	9 700	–	1 105 100	–	–	1 861 000
Total, Part II.C	1 625 700	–	10 000	–	19 500	14 500	43 500	7 500	15 400	–	20 105 100	–	–	21 841 200
TOTAL, PART II	133 864 200	127 362 700	14 022 000	12 619 500	12 727 600	42 453 800	7 806 500	3 221 000	3 633 800	–	52 061 500	1 449 500	1 076 600	412 298 700
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION														
A. External relations and cooperation														
	13 515 500	1 074 800	292 300	680 000	500 600	1 031 800	300 000	71 200	123 800	–	–	–	77 000	17 667 000
B. Field management and coordination														
1. Headquarters	4 305 000	–	25 000	–	104 000	144 000	60 000	20 000	21 000	–	–	–	14 200	4 693 200
2. Field running costs	–	–	4 691 600	–	2 013 800	372 200	10 681 100	1 004 600	883 600	84 300	–	–	134 000	19 865 200
C. Human resources management														
	16 715 700	–	1 458 200	109 300	192 800	2 652 100	88 100	24 500	69 000	–	6 616 800	–	4 807 700	32 734 200
D. Accounting, treasury management and financial control														
	9 107 400	–	19 100	–	151 400	122 600	31 300	–	–	–	–	–	1 105 000	10 536 800
E. Administration														
	59 586 700	–	2 272 600	112 400	206 500	1 669 700	17 064 500	927 500	2 303 900	13 784 000	–	–	–	97 927 800
TOTAL, PART III	103 230 300	1 074 800	8 758 800	901 700	3 169 100	5 992 400	28 225 000	2 047 800	3 401 300	13 868 300	6 616 800	–	6 137 900	183 424 200
TOTAL, PARTS I - III	258 009 500	128 437 500	29 727 600	15 500 500	16 514 400	51 835 700	37 334 500	5 678 800	8 505 500	15 368 300	64 308 700	1 449 500	7 679 100	640 349 600
Reserve for reclassifications / merit-based promotions	1 335 300	664 700	–	–	–	–	–	–	–	–	–	–	–	2 000 000
PART IV – ANTICIPATED COST INCREASES	–	–	–	–	–	–	–	–	–	–	–	–	10 650 400	10 650 400
TOTAL, PARTS I - IV	259 344 800	129 102 200	29 727 600	15 500 500	16 514 400	51 835 700	37 334 500	5 678 800	8 505 500	15 368 300	64 308 700	1 449 500	18 329 500	653 000 000

Annex VII – Summary of extrabudgetary operational projects by source of fund, main line of action and beneficiary region

The figures shown in this table represent funds already received or firmly committed, including the costs of posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
PART I – GENERAL POLICY AND DIRECTION								
A. Governing bodies								
1. General Conference		-	-	-	-	-	-	-
2. Executive Board		-	-	-	-	-	-	-
Total, I.A – Interregional		-	-	-	-	-	-	-
B. Direction								
3. Directorate		-	-	-	-	-	-	-
4. Office of the Director-General		-	-	622 600	-	-	-	622 600
5. Internal Oversight		-	-	722 600	-	-	91 800	814 400
6. International Standards and Legal Affairs		-	-	-	-	-	-	-
7. Ethics Programme		-	-	-	-	-	-	-
Total, I.B – Interregional		-	-	1 345 200	-	-	91 800	1 437 000
C. Participation in the Joint Machinery of the United Nations System		-	-	-	-	-	-	-
Total, PART I – Interregional		-	-	1 345 200	-	-	91 800	1 437 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES								
A. Programmes								
I EDUCATION								
Staff – Africa		-	-	285 200	-	-	-	285 200
Staff – Arab States		-	-	402 000	-	-	-	402 000
Staff – Asia and the Pacific		-	-	440 000	-	-	-	440 000
Staff – Europe and North America		-	-	-	-	-	-	-
Staff – Latin America and the Caribbean		-	-	-	-	-	-	-
Staff – Interregional		-	-	1 000 500	-	-	-	1 000 500
<i>Total, Staff</i>		-	-	<i>2 127 700</i>	-	-	-	<i>2 127 700</i>
I.1								
Africa		-	948 700	50 000	440 000	-	328 000	1 766 700
Arab States		-	1 500 000	3 600 900	244 100	-	-	5 345 000
Asia and the Pacific		-	430 000	8 295 000	-	-	-	8 725 000
Europe and North America		-	-	-	-	-	-	-
Latin America and the Caribbean		-	-	250 000	-	-	-	250 000
Interregional		-	38 000	550 000	-	-	-	588 000
<i>Total, I.1</i>		-	<i>2 916 700</i>	<i>12 745 900</i>	<i>684 100</i>	-	<i>328 000</i>	<i>16 674 700</i>
I.2								
Africa		-	-	-	333 300	-	-	333 300
Arab States		-	-	250 000	-	-	-	250 000
Asia and the Pacific		-	416 800	10 000	-	-	-	426 800
Europe and North America		-	-	-	-	-	-	-
Latin America and the Caribbean		-	-	1 240 000	-	-	-	1 240 000
Interregional		-	-	670 000	-	200 000	545 000	1 415 000
<i>Total, I.2</i>		-	<i>416 800</i>	<i>2 170 000</i>	<i>333 300</i>	<i>200 000</i>	<i>545 000</i>	<i>3 665 100</i>

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
I.3	Africa	–	208 700	1 650 000	–	–	–	1 858 700
	Arab States	–	10 000	–	–	–	–	10 000
	Asia and the Pacific	–	1 318 400	215 300	–	–	–	1 533 700
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	778 900	150 000	6 372 400	–	–	7 301 300
	Interregional	–	2 500 000	1 084 300	–	–	575 000	4 159 300
	<i>Total, I.3</i>	–	<i>4 816 000</i>	<i>3 099 600</i>	<i>6 372 400</i>	–	<i>575 000</i>	<i>14 863 000</i>
I.4	Africa	–	169 000	37 500	–	–	–	206 500
	Arab States	–	–	91 600	–	–	–	91 600
	Asia and the Pacific	–	–	827 700	–	–	576 000	1 403 700
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	69 300	–	1 010 700	–	–	1 080 000
	Interregional	–	–	1 200 000	–	–	20 696 000	21 896 000
	<i>Total, I.4</i>	–	<i>238 300</i>	<i>2 156 800</i>	<i>1 010 700</i>	–	<i>21 272 000</i>	<i>24 677 800</i>
UNESCO education institutes								
	IBE	–	–	–	–	–	–	–
	IIEP	–	–	–	–	–	–	–
	UIL	–	–	–	–	–	–	–
	IITE	–	–	–	–	–	–	–
	IICBA	–	–	–	–	–	–	–
	IESALC	–	–	–	–	–	–	–
	Total, UNESCO education institutes	–	–	–	–	–	–	–
Total, Major Programme I		–	8 387 800	22 300 000	8 400 500	200 000	22 720 000	62 008 300
II	NATURAL SCIENCES	–	–	–	–	–	–	–
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	927 900	–	–	–	927 900
	<i>Total, Staff</i>	–	–	<i>927 900</i>	–	–	–	<i>927 900</i>
II.1	Africa	–	–	200 000	–	–	90 000	290 000
	Arab States	–	–	–	500 000	–	3 000 000	3 500 000
	Asia and the Pacific	–	–	50 000	–	–	–	50 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	1 317 800	–	–	1 317 800
	Interregional	–	–	740 000	–	–	13 115 000	13 855 000
	<i>Total, II.1</i>	–	–	<i>990 000</i>	<i>1 817 800</i>	–	<i>16 205 000</i>	<i>19 012 800</i>
II.2	Africa	–	–	1 000 000	–	–	–	1 000 000
	Arab States	–	–	–	3 000 000	–	–	3 000 000
	Asia and the Pacific	–	–	80 000	–	–	–	80 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	1 250 000	–	140 000	340 000	1 730 000
	<i>Total, II.2</i>	–	–	<i>2 330 000</i>	<i>3 000 000</i>	<i>140 000</i>	<i>340 000</i>	<i>5 810 000</i>

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
II.3	Africa	–	–	264 000	–	–	–	264 000
	Arab States	–	515 900	226 300	700 000	–	–	1 442 200
	Asia and the Pacific	–	736 200	833 200	–	–	–	1 569 400
	Europe and North America	–	866 000	367 400	–	–	–	1 233 400
	Latin America and the Caribbean	–	645 200	660 000	6 521 500	–	–	7 826 700
	Interregional	–	40 000	9 062 900	–	–	1 162 800	10 265 700
	<i>Total, II.3</i>	–	2 803 300	11 413 800	7 221 500	–	1 162 800	22 601 400
II.4	Africa	620 000	–	1 976 000	–	–	–	2 596 000
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	166 400	–	–	–	166 400
	Latin America and the Caribbean	–	–	363 500	–	–	–	363 500
	Interregional	–	–	1 017 700	–	–	4 540 000	5 557 700
	<i>Total, II.4</i>	620 000	–	3 523 600	–	–	4 540 000	8 683 600
UNESCO science institutes								
	IHE	–	–	73 000 000	–	–	–	73 000 000
	ICTP	–	6 257 300	48 829 100	–	–	–	55 086 400
	Total, UNESCO science institutes – Interregional	–	6 257 300	121 829 100	–	–	–	128 086 400
	Total, Major Programme II	620 000	9 060 600	141 014 400	12 039 300	140 000	22 247 800	185 122 100
III SOCIAL AND HUMAN SCIENCES								
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	636 200	–	–	–	636 200
	<i>Total, Staff</i>	–	–	636 200	–	–	–	636 200
III.1	Africa	–	503 100	–	–	–	–	503 100
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	4 200 000	–	–	1 115 100	–	–	5 315 100
	Interregional	–	–	–	–	–	280 000	280 000
	<i>Total, III.1</i>	4 200 000	503 100	–	1 115 100	–	280 000	6 098 200
III.2	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	15 826 700	678 600	70 000	–	–	3 700 000	20 275 300
	Interregional	–	–	–	–	–	–	–
	<i>Total, III.2</i>	15 826 700	678 600	70 000	–	–	3 700 000	20 275 300
III.4	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	15 000	15 000
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	–	–
	<i>Total, III.4</i>	–	–	–	–	–	15 000	15 000
	Total, Major Programme III	20 026 700	1 181 700	706 200	1 115 100	–	3 995 000	27 024 700

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
\$	\$	\$	\$	\$	\$	\$		
IV CULTURE								
	Staff – Africa	–	–	155 200	–	–	–	155 200
	Staff – Arab States	–	–	649 200	–	–	–	649 200
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	361 000	–	–	–	361 000
	Staff – Latin America and the Caribbean	–	–	412 600	–	–	–	412 600
	Staff – Interregional	–	–	2 452 100	–	–	–	2 452 100
	<i>Total, Staff</i>	–	–	<i>4 030 100</i>	–	–	–	<i>4 030 100</i>
IV.1	Africa	–	350 000	4 942 700	–	–	–	5 292 700
	Arab States	–	967 600	1 000 000	–	–	–	1 967 600
	Asia and the Pacific	–	600 000	4 013 300	–	–	150 000	4 763 300
	Europe and North America	–	1 655 500	3 361 300	–	–	–	5 016 800
	Latin America and the Caribbean	2 054 900	100 000	75 000	337 600	–	–	2 567 500
	Interregional	–	100 000	4 549 200	–	60 000	8 572 400	13 281 600
	<i>Total, IV.1</i>	<i>2 054 900</i>	<i>3 773 100</i>	<i>17 941 500</i>	<i>337 600</i>	<i>60 000</i>	<i>8 722 400</i>	<i>32 889 500</i>
IV.2	Africa	–	1 777 700	60 400	–	–	–	1 838 100
	Arab States	–	–	1 000 000	–	–	–	1 000 000
	Asia and the Pacific	–	–	288 300	–	–	–	288 300
	Europe and North America	–	–	33 400	–	–	–	33 400
	Latin America and the Caribbean	1 285 700	–	185 000	–	–	–	1 470 700
	Interregional	–	–	130 000	–	–	3 641 600	3 771 600
	<i>Total, IV.2</i>	<i>1 285 700</i>	<i>1 777 700</i>	<i>1 697 100</i>	–	–	<i>3 641 600</i>	<i>8 402 100</i>
IV.3	Africa	–	–	–	–	–	–	–
	Arab States	–	–	921 900	–	–	1 630 000	2 551 900
	Asia and the Pacific	–	–	766 600	–	–	–	766 600
	Europe and North America	–	698 800	384 100	–	–	150 000	1 232 900
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	20 000	20 000
	<i>Total, IV.3</i>	–	<i>698 800</i>	<i>2 072 600</i>	–	–	<i>1 800 000</i>	<i>4 571 400</i>
IV.4	Africa	–	4 582 000	–	–	–	–	4 582 000
	Arab States	–	5 591 500	–	–	–	–	5 591 500
	Asia and the Pacific	–	534 100	50 000	–	–	–	584 100
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	824 200	–	–	–	–	824 200
	Interregional	–	447 500	150 000	–	–	180 000	777 500
	<i>Total, IV.4</i>	–	<i>11 979 300</i>	<i>200 000</i>	–	–	<i>180 000</i>	<i>12 359 300</i>
IV.5	Africa	–	2 829 000	1 500 000	–	–	59 500	4 388 500
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	917 800	90 000	–	–	–	1 007 800
	Europe and North America	–	80 000	–	–	–	–	80 000
	Latin America and the Caribbean	–	3 448 000	–	–	–	–	3 448 000
	Interregional	–	–	200 000	–	–	–	200 000
	<i>Total, IV.5</i>	–	<i>7 274 800</i>	<i>1 790 000</i>	–	–	<i>59 500</i>	<i>9 124 300</i>
	Total, Major Programme IV	3 340 600	25 503 700	27 731 300	337 600	60 000	14 403 500	71 376 700

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
V COMMUNICATION AND INFORMATION								
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	1 155 300	–	–	–	1 155 300
	<i>Total, Staff</i>	–	–	1 155 300	–	–	–	1 155 300
V.1	Africa	–	338 600	298 800	–	–	–	637 400
	Arab States	–	6 153 700	586 200	–	–	230 000	6 969 900
	Asia and the Pacific	–	–	98 900	–	–	–	98 900
	Europe and North America	–	–	382 800	–	–	–	382 800
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	–	–
	<i>Total, V.1</i>	–	6 492 300	1 366 700	–	–	230 000	8 089 000
V.2	Africa	–	614 200	2 495 800	–	–	–	3 110 000
	Arab States	–	–	–	–	–	10 000	10 000
	Asia and the Pacific	–	–	99 500	–	–	–	99 500
	Europe and North America	–	–	32 300	–	–	–	32 300
	Latin America and the Caribbean	432 000	–	–	–	–	–	432 000
	Interregional	–	–	51 300	–	–	3 000 000	3 051 300
	<i>Total, V.2</i>	432 000	614 200	2 678 900	–	–	3 010 000	6 735 100
V.3	Africa	–	417 100	39 000	–	–	–	456 100
	Arab States	–	819 600	402 500	59 629 400	–	–	60 851 500
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	1 664 000	–	45 400	4 039 400	–	–	5 748 800
	Interregional	–	–	158 400	–	73 600	55 900	287 900
	<i>Total, V.3</i>	1 664 000	1 236 700	645 300	63 668 800	73 600	55 900	67 344 300
	Total, Major Programme V	2 096 000	8 343 200	5 846 200	63 668 800	73 600	3 295 900	83 323 700
	UNESCO Institute for Statistics	–	–	–	–	–	–	–
	Field – Management of decentralized programmes	–	–	1 312 900	–	–	–	1 312 900
	Total, II.A	26 083 300	52 477 000	198 911 000	85 561 300	473 600	66 662 200	430 168 400
B.	Programme-related services							
	1. Coordination and monitoring of action to benefit Africa	–	–	2 861 300	–	–	–	2 861 300
	2. Public information	–	–	1 283 200	–	–	–	1 283 200
	3. Strategic Planning and Programme Monitoring	–	100 000	458 400	–	–	–	558 400
	4. Budget planning and management	–	–	3 106 800	–	–	–	3 106 800
	Total, II.B	–	100 000	7 709 700	–	–	–	7 809 700
C.	Participation Programme and Fellowships							
	1. Participation Programme	–	–	–	–	–	–	–
	2. Fellowships Programme	–	–	3 364 900	–	–	60 000	3 424 900
	Total, II.C	–	–	3 364 900	–	–	60 000	3 424 900
	TOTAL, PART II	26 083 300	52 577 000	209 985 600	85 561 300	473 600	66 722 200	441 403 000

Part	Region	2010-2011						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions and special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	

**PART III – SUPPORT FOR PROGRAMME
EXECUTION AND ADMINISTRATION**

A.	External relations and cooperation	–	–	5 819 700	–	125 900	–	5 945 600
B.	Field management and coordination	–	–	669 800	–	–	–	669 800
C.	Human resources management	–	–	500 000	–	–	–	500 000
D.	Accounting, treasury management and financial control	–	–	1 827 200	–	–	–	1 827 200
E.	Administration							
1.	Administrative coordination and support	–	–	197 000	–	–	–	197 000
2.	Procurement	–	–	770 500	–	–	–	770 500
3.	Information systems and telecommunications	–	–	2 872 300	–	–	–	2 872 300
4.	Conferences, languages and documents	–	–	2 484 000	–	–	–	2 484 000
5.	Common services, security, utilities and management of premises and equipment	–	–	4 600 000	–	–	–	4 600 000
6.	Maintenance, conservation and renovation of Headquarters premises	–	–	–	–	–	45 000	45 000
	Total, III.E	–	–	10 923 800	–	–	45 000	10 968 800
	TOTAL, PART III	–	–	19 740 500	–	125 900	45 000	19 911 400
	GRAND TOTAL	26 083 300	52 577 000	231 071 300	85 561 300	599 500	66 859 000	462 751 400

SUMMARY BY REGION

Africa	620 000	12 235 000	17 815 900	773 300	102 200	477 500	32 023 900
Arab States	–	16 061 400	10 450 600	64 073 500	–	4 885 000	95 470 500
Asia and the Pacific	–	4 953 300	16 403 100	–	–	726 000	22 082 400
Europe and North America	–	3 300 300	5 326 300	–	–	150 000	8 776 600
Latin America and the Caribbean	25 463 300	6 544 200	4 281 500	20 714 500	–	3 700 000	60 703 500
Interregional	–	9 482 800	176 793 900	–	497 300	56 920 500	243 694 500
GRAND TOTAL	26 083 300	52 577 000	231 071 300	85 561 300	599 500	66 859 000	462 751 400

Annex VIII – Summary of self-financing funds (extrabudgetary)

This summary contains the essential administrative and budget data concerning extrabudgetary resources – self-financing funds, which appear under the Parts and Chapters of the Programme and Budget for 2010-2011 to which they relate.

(a) Special Accounts for Programme Support Cost levied on Extrabudgetary Projects

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Funds-in-Trust Overhead Costs Account (FITOCA)		A. Funds-in-Trust Overhead Costs Account (FITOCA)	
is funded by the Programme Support Cost income from extrabudgetary projects in order to defray part of UNESCO's costs in connection with the administrative and technical backstopping of projects.		Established posts (87)	26 176 900
	40 176 900	Other costs	<u>14 000 000</u>
	Grand total		Total, A.
	40 176 900		40 176 900
		Grand total	40 176 900

(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:	11 328 400	A. Expenditure related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income:	11 635 900
(a) Income from letting office space in the Miollis building		(a) utilities (electricity, heating, water, air, taxes), (b) insurance, (c) staff costs,	
(b) Income from letting parking lots and miscellaneous income		(d) temporary assistance, (e) materials and equipment, (f) maintenance of premises and	
(c) Income from letting premises to commercial partners (bank, news-stand, coffee machines, GSM telephone relays, etc.)		(g) provision for long-term maintenance and conservation of revenue generating premises.	
B. Income from letting exhibition spaces and Room I	917 000	B. Expenditure related to letting exhibition spaces and Room I	917 000
		(a) utilities (electricity, heating, water, air, taxes), (b) insurance, (c) staff costs, (d) temporary assistance, (e) materials and equipment, (f) maintenance of premises and (g) provision for long-term maintenance & conservation of revenue generating premises.	
C. Income from letting conference rooms	1 410 800	C. Expenditure related to letting conference rooms:	1 410 800
		(a) utilities (electricity, heating, water, air, taxes), (b) insurance, (c) staff costs,	
		(d) temporary assistance, (e) materials and equipment, (f) maintenance of premises and (g) provision for long-term maintenance and conservation of revenue generating premises.	
D. Income from letting audiovisual equipment	1 017 400	D. Expenditure related to letting audiovisual equipment	1 017 400
		(a) staff costs, (b) materials and equipment	
E. Investment income	437 500	E. Official residence of the Director-General (annual charges, maintenance and furnishing)	130 000
Grand total	15 111 100	Grand total *	15 111 100

* Overall share of established posts, in conformity with the Financial Regulations of the Special Account for the Headquarters Utilization Fund (162 EX/Decision 7.10), will not exceed 50% of the total expenditure and the staff cost charged for any Secretariat structure will not exceed the income generated by this structure to the Special Account.

(c) Public Information, Liaison and Relations Fund

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. UNESCO Coupons Programme		A. UNESCO Coupons Programme	
(1) Commissions	375 000	I. Personnel costs:	
(2) Interest	1 000 000	(1) Established posts (6)	1 231 000
Total, A.	1 375 000	(2) Temporary assistance	10 000
		Subtotal, I	1 241 000
		II. Administrative costs:	
		(1) Printing (brochures, coupons, circulars, etc)	30 000
		(2) Equipment and supplies	10 000
		(3) Contracts to distributors	25 000
		(4) Travel and missions	50 000
		(5) Miscellaneous	5 000
		(6) Hospitality	2 000
		Subtotal, II	122 000
		III. Transfer to reserves	12 000
		Total, A.	1 375 000
B. Philatelic and Numismatic Programme		B. Philatelic and Numismatic Programme	
Revenue from sales	280 000	I. Personnel costs:	
		Established posts (1)	174 000
		Subtotal, I	174 000
		II. Administrative costs:	
		Cost of goods sold	106 000
		Total, B	280 000
Grand total	1 655 000	Grand total	1 655 000

(d) Publications and Auditory and Visual Material Fund

INCOME							
	Publications	VIM	Total		Publications	VIM	Total
	\$	\$	\$		\$	\$	\$
A. Sales	1 200 000	235 000	1 435 000	I. Personnel costs:			
				Established post (0.5)	–	87 000	87 000
				Established post (1)	155 000	–	155 000
				Temporary assistance and overtime	110 000	6 500	116 500
B. Royalties	400 000	–	400 000	II. Production costs	567 000	82 000	649 000
				III. Royalties	147 000	–	147 000
				IV. Commissions	147 000	–	147 000
				V. Freight/postage	197 000	3 000	200 000
				VI. Equipment and supplies	60 000	56 500	116 500
				VII. Promotion and distribution	217 000	–	217 000
Grand total	1 600 000	235 000	1 835 000	Grand total	1 600 000	235 000	1 835 000

(e) Special Account for Interpretation Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Invoices to:		I. Personnel costs:	
UNESCO Sectors (regular programme and extrabudgetary funds)	2 082 750	Established posts (2)	527 000
Non-UNESCO users (Delegations, NGOs, etc.)	694 250	Temporary assistance	2 250 000
Grand total	2 777 000	Grand total	2 777 000

(f) Special Account for Documents

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income from document production	2 953 000	A. I. Established posts (1.5)	293 000
		II. Overtime and temporary assistance	480 000
		III. External production contracts	535 000
		IV. Rental and maintenance of equipment	620 000
		V. Production supplies	500 000
		VI. Acquisition of equipment	525 000
		Total, I-VI	2 953 000
B. Income from translation	2 300 000	B. I. Established posts (1.5)	293 000
		II. Temporary assistance	265 000
		III. External translation contracts	1 742 000
		Total I-III	2 300 000
C. Other income	72 000	C. I. Other expenditure	72 000
Grand total	5 325 000	Grand total	5 325 000

(g) UNESCO Staff Savings and Loan Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Interest on loans to members	4 600 000	I. Personnel costs: Established posts (10)	2 278 000
B. Bank and investment interest	25 000 000	II. Administrative expenses	550 000
		III. Loan insurance	430 000
		IV. Computer expenses	100 000
		V. Other costs	700 000
		VI. Contribution to the costs of fees of the External Auditor	23 800
		VII. Contribution to subscriptions to banking services	20 000
			Total, I-VII
			4 101 800
		Interest paid to members	25 498 200
Grand total	29 600 000	Grand total	29 600 000



Organizational Chart of the UNESCO Secretariat 2010-2011

