

**Hundred and sixty-second Session**

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Item 4.1 of the provisional agenda

**RELATIONS BETWEEN THE THREE ORGANS OF UNESCO:  
ROLE OF THE GENERAL CONFERENCE  
WITH RESPECT TO THE MEDIUM-TERM STRATEGY (C/4)  
AND THE PROGRAMME AND BUDGET (C/5)**

**SUMMARY**

The Executive Board, having examined documents 161 EX/2 and 161 EX/INF.5, requested the Special Committee to study further Recommendation 1, which is reproduced below, as well as its implications (see document 162 EX/INF.4) and to report thereon to it at its 162nd session, with a view to presenting that recommendation to the General Conference at its 31st session (161 EX/Decision 4.3).

## RECOMMENDATION 1

7. Reform of the General Conference should aim to achieve:

- more democratic accountability of the programme and budget;
- a more effective role for the General Conference in determining UNESCO's strategy;
- clearer focus on strategic issues;
- an enhanced role for ministers;
- respect for the proper roles of the Executive Board and the Secretariat;
- more compact meetings with savings to both the UNESCO budget and national budgets.

This reform should take cognizance of the role of National Commissions and experts.

8. The major functions of the General Conference with respect to the Medium-Term Strategy (C/4) and the Programme and Budget (C/5) should therefore be as follows:

(a) Medium-Term Strategy (C/4)

The General Conference would organize ministerial debates to work out the basic thrust of UNESCO's policy directions. Such debates would clearly bring out the thinking of the Member States and their expectations about UNESCO's future priorities and role and would result in the Medium-Term Strategy that would be approved by the General Conference.

(b) Biennial Programme and Budget (C/5)

The General Conference would approve:

- (i) overall programme priorities and objectives;
- (ii) sectoral priorities and objectives;
- (iii) the overall budget ceiling and the contributions of Member States;
- (iv) sectoral budgetary allocations.

Thereafter, the Secretariat would draft a programme and budget within the strict framework established by the General Conference. The Executive Board would examine such a programme and budget and ensure its compliance with the decisions of the General Conference.

9. Consequently, the preparation of the C/4 and the biennial C/5 documents would proceed according to the following two-year timetable:

- (i) in the first quarter of the second year of a preceding biennium, the Executive Board would examine the administrative, logistical and other matters referred to it, and would report to the General Conference, submitting proposals for decisions thereon;
- (ii) thereafter, a session of the General Conference would be held to fulfil the role envisaged in the above paragraphs 5 to 8;\*
- (iii) subsequent to the General Conference session, the Secretariat would draft the programme and budget, within the strict framework established by the General Conference;
- (iv) in the last quarter of the second year of the preceding biennium, the Executive Board would examine the biennial programme and budget and ensure its compliance with General Conference decisions.

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\* Paragraphs 5 and 6 are contained in 160 EX/20.