



United Nations  
Educational, Scientific and  
Cultural Organization

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36

C/5

ADDENDUM

2012-2013

DRAFT  
RESOLUTIONS

Volume 1

ALTERNATIVE BUDGET OPTION



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Educational, Scientific and  
Cultural Organization

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**Volume 1**

**ALTERNATIVE BUDGET OPTION**

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# 36 C/5 Add. – Volume 1 – Draft Resolutions

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

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# Introduction by the Director-General

I have the honour to present hereby to Member States the alternative option for the Draft Programme and Budget for 2012-2013 (36 C/5 Addendum) with a budget envelope of US \$653 million representing a zero nominal growth (ZNG) over the 35 C/5.

At its 186th session, the Executive Board requested me to submit such an option to the 187th session of the Board to enable comparison with the version of the draft programme and budget based on a zero real growth (ZRG) budget envelope, which I had submitted to the 186th session, taking into account discussions on this matter at the 186th session.

You will find the details of this alternative option in the addenda to the three parts of the Draft 36 C/5 (in burgundy color):

- Volume 1 Addendum contains all draft resolutions proposed for adoption by the General Conference at its 36th session, providing revised budget figures for each draft resolution in line with the ZNG budget envelope and introducing adaptations where necessary, such as in the titles of main lines of action (MLAs) and the formulation of expected results.
- Volume 2 Addendum contains for each part of the programme and budget an overview of the budgetary breakdown and allocations to MLAs, both globally and for each part, as well as the programmatic adjustments proposed to the strategies and objectives, main lines of action and expected results, performance indicators and benchmarks corresponding to the ZNG framework.
- The “Technical Note and Annexes” highlights the fact that the budgeting techniques applied are in accordance with 35 C/Resolution 105 of the General Conference and contains host of statistical tables with budgetary details for the ZNG option.

As was the case with the ZRG Draft 36 C/5, this ZNG option version is fully aligned with the broader strategic and global priorities and objectives set out in the Approved Medium-Term Strategy for 2008-2013 (34 C/4). In preparing the ZNG option in the Addendum to the Draft 36 C/5, I have closely followed the direction provided by Executive Board decision 186 EX/Decision 15 (the 36 C/6) and thus I have accordingly introduced some changes in the programmatic content of the Major Programmes.

I do not want to repeat the programmatic overview, which I had included in the introduction to the ZRG Draft 36 C/5, highlighting a number of challenges and opportunities. Both introductions now complement each other. The ZRG introduction offered a sketch of the range of strategic activities and initiatives, which the Organization has undertaken, and is currently engaged in – at Headquarters and across the world in all regions. There can be no doubt: UNESCO is needed now more than ever – to ensure education for all, to drive science, technology and innovation initiatives, to build inclusive knowledge societies, to preserve and encourage cultural diversity and to operationalise the link between culture and development, to promote sustainable development through the natural and social sciences, to support freedom of information and expression for all, giving the highest priority to Africa and to gender equality. Together, and with the help of our many partners, we must pursue

these noble goals and continue to ensure that UNESCO makes a difference at the global, regional and country levels. The ZNG option is likely to constrain the intensity of these UNESCO efforts.

In this alternative budget, I have made sure that Africa and Gender equality have retained their priority status across the Organization. I am also happy to note that I was able to increase the budgetary provisions for the Africa Department beyond the ZRG level. In the context of the restructuring of the Department, which I outlined to the Board last April, I have done this by increasing its staff complement.

Throughout the exercise of drawing up the details of the alternative budget envelope of US\$ 653 million, I have been guided by the spirit and letter of the decision adopted by the Board at its last session. As was the case for the ZRG Draft 36 C/5, I also applied a diversified and modulated approach in building the ZNG budget.

I have preserved the allocations for the Programme sectors at the reduced ZNG level, while programme-related and corporate services were reduced more, in some cases almost doubling the reduction amount. Thus, my principal attention was given to programmes. Yet it is clear that a reduction of the magnitude required by the ZNG level is bound to have an impact on the scope, depth and intensity of our Programme activities, including at the country level.

In determining the budget levels for the Sectors and other organizational units, I decided as a first step to absorb the recosting amounts which had been applied to the 35 C/5 budget levels in order to arrive at the ZRG option of the 36 C/5 (which were intended to compensate for statutory increases, inflation and other cost increases). The real reinforcement amounts granted to Major Programmes in the context of the ZRG Draft 36 C/5 were thus maintained also for the ZNG option.

The preparation of a ZNG budget option necessitated a sharper focusing of the programmatic activities. Thus you will find certain programmatic changes proposed for virtually all Programme Sectors, including adjustments in the titles of MLAs and reformulations as well as reductions in some expected results, performance indicators and benchmarks. Reduced benchmark levels in particular reflect the consequences of ZNG. Each Major Programme is preceded by a brief explanation as to which programmatic and staffing changes are being introduced in the alternative option. The adjustments required as a result of ZNG have in many cases led to a reduction in resources earmarked for activities, but have equally been attained through the abolition of certain posts.

Overall, it is noteworthy that the number of expected results was reduced for MP I, MP II, MP III and MP IV – in the process offering a clearer programmatic focus and results chain, as had been called for by the Board. The new ZNG option also reflects the changes in organizational structures on which I had consulted the Board last April.

In recent months, the need to empower youth as agents of change and active stakeholders in building peaceful, just, democratic, equitable and sustainable societies has become a new priority on the international agenda. Accordingly, I have sought in this alternative option, to include activities by all its Programme Sectors which UNESCO can undertake - with and for youth. The Youth Forum of the 36th session of the General Conference will thus be an important opportunity to reflect on the implications of these seminal developments for UNESCO and to chart constructive and effective action.

Responding to concerns by some delegations during the Board's 186th session about the ratio between programme and staff, I am now presenting in the new budget option a breakdown of staff into programme-related staff and administrative staff for each Major Programme. The true picture

of UNESCO's commitment to programmes and the share of resources for programmatic activities, the provisions for activities and for programme-related staff can thus be fully appreciated. As the tables show, the overwhelming part of staff will be engaged in programme activities, reflecting what specialized agencies do best: policy advice and related capacity building as well as programmatic benchmarking and country-level initiatives to advance UN reform and "delivering as one".

Furthermore, I am presenting in Volume 2 Addendum the entire set of the six intersectoral platforms, with their compelling objectives, expected results and performance indicators in a detailed and clear manner, as the Board has requested at its last session. This includes above all the consolidated intersectoral programme of action for a culture of peace and non-violence, with a realistic number of targeted actions, to be implemented through the intersectoral platform on a culture of peace and non-violence. Nurturing the ability to build bridges between the various Programme sectors and disciplines to address complex challenges will remain a key feature of UNESCO's action and, undeniably, one of UNESCO's comparative advantages in the multilateral context.

However, in view of the constraints of ZNG and to preserve more of sectoral programme resources, I decided to propose a reduced allocation from 10 % under the ZRG option to now 8% of the programme resources of Major Programmes for the pool to finance the activities by the six intersectoral platforms, to be carried out by Headquarters and field units alike. Hence, the ZNG option will require that more extrabudgetary funds be raised for the intersectoral platforms. The Addendum also explains in more detail the proposed modalities of the functioning of the intersectoral platforms, highlighting the quality-driven and thus competitive nature of funding allocations which will be decided in a collegial manner by the Programme Management Committee (PMC) of my senior management team. The PMC will also be responsible for monitoring the implementation and results attainment of the intersectoral platforms throughout the biennium.

I am particularly satisfied that in the budget exercise I have succeeded in preserving more than US \$9 million for the financing of the field network reform, which will in the first phase now only be carried out in Africa. The amount set aside will go a long way towards securing the financial viability of this key initiative and will further benefit the Organization's Global Priority Africa. It is my intention to absorb within the ZNG budget any additional financial needs that may be required to realize the field network reform in Africa, for which I am submitting a separate document with detailed estimates to the Executive Board at its 187th session.

While I have done the utmost to preserve the Programme Sectors, I have also softened in the ZNG option the impact on the Participation Programme which will be reduced only by an amount commensurate with the overall percentage reduction from ZRG to ZNG levels. In addition, I have integrated in the draft resolution in Volume 1 Addendum the changes already proposed by consensus in the Executive Board decision (36 C/6). Nevertheless, we may have reached a point, where a more thorough reconsideration and review of the Participation Programme and its mechanisms would be appropriate, which would also be part of the overall reform process of the Organization. This could include a review of the focus and alignment with strategic programme objectives, selection criteria, evaluation processes, modalities, approval and payment processes. It might further also lead to a discussion about the group of beneficiaries of the Participation Programme, for example with the objective to concentrate much more support on African countries, LDCs, SIDS or the E-9 countries.

As an important part of the overall process, I have striven to provide for the most effective and rational use of financial resources, and to make further real savings on administrative costs, beyond those already included in the ZRG option of the draft 36 C/5. As I already pointed out in my introduction to the ZRG draft 36 C/5, I was able to keep the administrative parts at a lower level, also as a result

of efficiency gains due to restructuring measures and merging of functions. This also holds true for the ZNG option but we must be careful of not stretching these cuts to a point where the delivery of vital administrative services will be impeded. Yet, I am determined to pursue judiciously the quest for continuous efficiency gains in all support functions.

Taking into account the discussions at the 186th session of the Executive Board, I have decided to apply a lapse factor of 5% to staff costs, raised from the previous level of 3% in the ZRG option. I also succeeded to integrate into the budget envelope the costs associated with the reform of the MBF contribution system in 2012-2013. Furthermore, the present programme and budget proposal is also introducing the new organizational nomenclature, which I had proposed to the Board at its last session, replacing the name of the Sector for Administration (ADM) with the new name of Sector for Support Services Management (SSM), which is more closely expressing the scope of its responsibilities.

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

UNESCO has also been very consistent in progressively developing its results-based management (RBM) approach over the past biennia. Both, the ZRG and ZNG Draft 36 C/5 are fully applying this approach consistently to all Programme and Support Sectors as well as the corporate services. The methodology includes a limited set of specific, measurable (to the extent possible), achievable (in a two-year span), relevant and time-bound expected results, complemented by performance indicators and benchmarks/targets at the MLA level, in line with UNESCO's "RBM Guiding Principles". It should be noted that the expected results given for the various MLAs in the Draft 36 C/5 reflect the aggregate impact of regular and extrabudgetary programme resources. As UNESCO moves from efficiency to effectiveness, we have to replace an approach heavily driven by inputs to an impact-focused programme. This will demand further methodological development, combined with efforts to introduce results-based budgeting beginning with the 37 C/5.

This will be the last C/5 document of the current Medium-Term Strategy (34 C/4). As such, the 36 C/5 has to achieve all medium-term goals and show strong signs of change for the next Mid-Term Strategy. I, for one, pledge to you to do my utmost to steer the Organization towards the fulfillment of our ambitious objectives, to do so with excellence, dedication and high quality of delivery, all while making the Organization more relevant, impactful and visible on the international scene. I count on the support of Member States in charting the right combination of strategic directions, creating the enabling environment for the Secretariat to perform, and providing the adequate level of resources for realizing our common objectives.

Let me recall what I said in my introduction to the ZRG Draft 36 C/5: We have made a new start. We are living through times of change – both inside our Organization and in the world at large. Of course, we have noted that the governing bodies of some UN agencies like ILO and UNIDO have recently voted a zero-real growth budget. But I am deeply sensitive to the difficult situation in which many countries find themselves. Change may leave us with little choice but to adapt and to innovate if the ZNG option were to be chosen by Member States. In my view, this alternative option of the Draft 36 C/5 – despite the reductions and constraints outlined – will allow the Organization to deliver on its broad range of mandates, notwithstanding the inevitable reductions. It is my commitment to Member States that the Organization will continue to seek maximizing its impact at all levels, while concentrating on the most relevant activities.

UNESCO is increasingly at the forefront of multilateral action. The ZNG Draft 36 C/5 must allow us enable us to continue implementing the lead role in a number of areas where you have mandated that we bring to bear our skills and competencies more assertively and with more concrete results leading to greater impact. We will in particular continue to assist Member States in their efforts to achieve the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs), while also preparing the ground for our action beyond 2015, the date for the attainment of those goals. The six Education for All goals will be in the forefront of our efforts in that regard.

The recognition accorded to UNESCO and its leadership role in education by the 2011 Annual Ministerial Review of ECOSOC to UNESCO is most gratifying indeed and a testimony to the impact and potential in this field, often labeled the priority of the priorities of our Organization. Such recognition also has been expressed by Member States for the fields of oceans and freshwater, where UNESCO is called to contribute to the preparations of the United Nations Conference on Sustainable Development (Rio+20), scheduled for June 2012. I also wish to add that UNESCO was exceedingly proactive at the Fourth UN Conference on Least Developed Countries, held earlier this year in Istanbul. The outcome of the Conference has integrated a good deal of UNESCO initiatives and proposals and obliges us to engage in practical and tangible follow-up over the next years.

UNESCO has always had a profoundly humanist agenda. It has taken “development” to mean the holistic development of the intellectual, social and cultural fabric of societies, in addition to material well-being. Today, with the financial and economic crises and with global challenges such as climate change, it has become more evident that only a holistic approach can bring about truly sustainable development – and hence my call for a “new humanism”, a genuinely people-centered development paradigm. Beyond, I am firmly committed to taking new paths towards peace and reconciliation in the 21st century.

UNESCO must have secure and predictable funding at reasonable levels to continue performing its critical functions, which involve several unique lead roles in the UN system and beyond. I hope that if Member States were to prefer this alternative option for the Draft 36 C/5 we will be able to secure consensus about the budget envelope for the next biennium. Consensus has been a hallmark of UNESCO’s action in past years and given its strength and credibility. I sincerely hope that Member States will again be able to live up to this unique feature of international cooperation and interaction.



Paris, July 2011

Irina Bokova



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

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

UNESCO International Bureau of Education (IBE)	5 000 000
UNESCO International Institute for Educational Planning (IIEP)	5 300 000
UNESCO Institute for Lifelong Learning (UIL)	2 000 000
UNESCO Institute for Information Technologies in Education (IITE)	1 000 000
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)	2 200 000
[Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)*	500 000 ]
<b>Total, UNESCO education institutes</b>	<b>18 500 000</b>

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

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

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

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

10 405 400

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

12 837 400

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

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

# Draft Appropriation Resolution for 2012-2013

**\$653 million**

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

## A. Regular programme

(a) For the financial period 2012-2013 the amount of \$653,000,000<sup>(1)</sup> is appropriated as follows:

Appropriation line	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>	
<b>A. Governing bodies</b> <i>(Including: General Conference and Executive Board)</i>	13 235 600
<b>B. Direction</b> <i>(Including: Directorate, the Executive Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Office)</i>	20 490 200
<b>C. Participation in the Joint Machinery of the United Nations System</b>	12 037 500
<b>TOTAL, PART I</b>	<b>45 763 300</b>
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>	
<b>A. Programmes</b>	
Major Programme I – Education <sup>(2)</sup>	114 621 300
Major Programme II – Natural sciences <sup>(3) (4)</sup>	58 744 500
Major Programme III – Social and human sciences	29 230 700
Major Programme IV – Culture <sup>(5)</sup>	52 213 200
Major Programme V – Communication and information	31 989 900
UNESCO Institute for Statistics	9 128 600
Intersectoral Platforms <sup>(6)</sup>	7 123 700
Field office implementation of decentralized programmes <i>(Including: Field management of decentralized programmes, Field office operating costs and Field coordination at Headquarters)</i>	79 864 100
Supplementary funding for the Field Network Reform	9 000 000
<b>Total, Part II.A</b>	<b>391 916 000</b>
<b>B. Programme-related services</b>	
1. Coordination and monitoring of action to benefit Africa	5 781 600
2. Coordination and monitoring of action to benefit Gender Equality	2 175 100
3. Strategic planning, programme monitoring and budget preparation	9 140 800
4. Organization-wide knowledge management	5 069 900
5. External relations and public information	27 699 800
<b>Total, Part II.B</b>	<b>49 867 200</b>
<b>C. Participation Programme and Fellowships</b>	
1. Participation Programme	19 083 400
2. Fellowships Programme	1 643 800
<b>Total, Part II.C</b>	<b>20 727 200</b>
<b>TOTAL, PART II</b>	<b>462 510 400</b>
<b>PART III – CORPORATE SERVICES</b>	
<b>A. Human resources management</b>	
1. Human resources management	20 835 500
2. Corporate-wide training and development of staff	4 000 000
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	9 800 000
<b>Total, Part III.A</b>	<b>34 635 500</b>
<b>B. Financial management</b>	
1. Financial management	12 768 600
2. Corporate-wide insurance premiums	700 000
<b>Total, Part III.B</b>	<b>13 468 600</b>
<b>C. Support services management</b>	
1. Coordination, IT infrastructure, systems and communications management	18 575 500
2. Conferences, languages and documents services management	21 115 000
3. Common services management including procurement, Headquarters security and utilities	32 641 200
<b>Total, Part III.C</b>	<b>72 331 700</b>
<b>TOTAL, PART III</b>	<b>120 435 800</b>
<b>TOTAL, PARTS I - III</b>	<b>628 709 500</b>
<b>Reserve for reclassifications / merit recognition</b>	1 300 000
<b>PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>	14 014 000
<b>PART V – ANTICIPATED COST INCREASES</b>	8 976 500
<b>TOTAL APPROPRIATION</b>	<b>653 000 000</b>

See note on opposite page

## **Additional appropriations**

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

## **Budgetary commitments**

- (c) The Director-General is authorized to enter into commitments during the financial period 1 January 2012 to 31 December 2013, within the limits of the amounts authorized under paragraph (a) above. Appropriations related to commitments to be delivered in the subsequent calendar year, in accordance with Article 4 of the Financial Regulations, shall remain available and valid during that calendar year.

## **Transfers**

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

## **Staff**

- (g) The established posts by grade foreseen for the 2012-2013 biennium are summarized in Annex II of document 36 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
- (h) In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the UNESCO-IHE Institute of Water Education (UNESCO-IHE), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the establishment table set out in Annex II.

## **Assessment**

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

## **Currency fluctuation**

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

## **B. Extrabudgetary programmes**

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





# **Draft Programme and Budget**



# General Policy and Direction

00100

## Draft resolution for General Policy and Direction

The General Conference

1. **Authorizes** the Director-General
  - (a) to implement the following plan of action:
    - (i) organize in the most cost-effective manner the 37th session of the General Conference (October-November 2013) and five ordinary sessions of the Executive Board during 2012-2013;
    - (ii) provide for the functioning of the Directorate and the chapters comprising the Direction of the Organization;
    - (iii) contribute to the running costs of the joint machinery of the United Nations system;
  - (b) to allocate for this purpose an amount of \$24,579,300 for activity costs and \$21,184,000 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:

### **Governing bodies**

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

### **Internal Oversight**

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

### **Internal Standards and Legal Affairs**

- Quality legal advice provided to the Organization and its governing bodies
- Organization's rights effectively protected
- Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of the interests of the Organization
- Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies

- Monitoring of the Organization's standard-setting instruments coordinated

#### **Ethics Office**

- Financial disclosure policy and conflict of interest rules implemented and disseminated
  - Training module on ethics delivered both at Headquarters and in the Field Offices (includes category 1 institutes)
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

01000

## Draft resolution for Major Programme I – Education

The General Conference

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

- (a) to implement the plan of action for Major Programme I, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of gender equality, Africa, LDCs and SIDS and in particular countries most at risk of not achieving the Education for All (EFA) goals by 2015, as well as youth and the most vulnerable segments of society, including indigenous peoples,
- (b) to resort also in the implementation of the plan of action for Major Programme I to South-South and North-South-South cooperation, including through the South-South Cooperation Programme / Fund for Education, as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system and other international organizations at all stages of programme development, in order to:

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

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

education and human rights and universal values in both the content and delivery of education;

## **Biennial sectoral priority 2: Strengthening global leadership in education**

- (iv) mobilize the international community and EFA partners for the achievement of the EFA and the education-related MDGs, paying particular attention to advocacy, including in favour of girls' and women's education. UNESCO will continue to undertake benchmarking for monitoring progress towards EFA, as well as informing the general education policy debate through cutting-edge research on educational trends, and strengthening of the linkages between education for sustainable development (ESD) and EFA, thus advancing the achievement of the right to education;
- (c) to allocate for this purpose an amount of \$51,136,000 for activity costs and \$63,485,300 for staff costs;<sup>1</sup>

### **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, including relevant performance indicators:

### **Main line of action 1: Accelerating progress towards Education for All (EFA), in particular at the country level**

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

### **Main line of action 2: Building quality inclusive education systems**

- (5) Basic education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality
- (6) Capacities in Member States strengthened to ensure more equitable access to quality higher education and research, including through innovative modes of provision

<sup>1</sup> These appropriations include allocations for the category 1 UNESCO education institutes.

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

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

**Main line fo action 4: Reinforcing leadership for Education for All (EFA) through advocacy, partnerships and monitoring**

- (10) Political and financial commitment mobilized at the global, regional and national levels towards the achievement of EFA and monitoring mechanisms of EFA strengthened
- (11) Global and national commitment to education for girls and women strengthened through advocacy and appropriate multi-stakeholder partnerships which are in conformity with the objectives of the Organization
- (12) Education stakeholders informed through research and foresight studies on emerging trends and challenges in education

- 3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.
- 4. **Requests** the Director-General to implement the Programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme I, are also fully achieved.



# Draft resolutions for UNESCO category 1 institutes in education

01100

## UNESCO International Bureau of Education (IBE)

The General Conference,

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

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

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

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

4. **Expresses its gratitude** to the Swiss authorities, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of IBE and invites them to continue their support for 2012-2013 and beyond
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of the Bureau's activities in the service of Member States, in conformity with its mission as a Centre of Excellence in Curriculum, the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013
6. **Requests** the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IBE to the achievement of the following expected results of Major Programme I:
  - (1) national capacities strengthened for policy formulation and planning focusing on promoting the right to quality education and gender equality, and drawing on information and communication technologies (MLA 1 – expected result 1)
  - (2) national capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues (MLA 1 – expected result 3)
  - (3) Basic education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality (MLA 2 – expected result 5)
  - (4) capacities in Member States strengthened to integrate education for sustainable development, including climate change education and education for disaster preparedness and risk reduction, into educational policies, and development plans and programmes (MLA 3 – expected result 7)
  - (5) good quality comprehensive HIV and sexuality education delivered by Member States, promoting healthy lifestyles, gender equality and human rights (MLA 3 – expected result 8)
  - (6) education stakeholders informed through research and foresight studies on emerging trends and challenges in education (MLA 4 – expected result 12)

## UNESCO International Institute for Educational Planning (IIEP)

The General Conference,

**Acknowledging** the report of the UNESCO International Institute for Educational Planning (IIEP) for the 2010-2011 biennium,

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

1. **Emphasizes** and values the important contribution of IIEP to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to capacity development and research, in the areas of educational planning and policy analysis;
2. **Requests** the IIEP Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budgets for 2012-2013 to ensure that the Institute's programmes and activities:
  - (a) are aligned with IIEP's Medium-Term Plan, as well as with the strategic objectives, priorities, and expected results of Major Programme I;
  - (b) reinforce Member States' capacities for the management, planning and administration of education systems, including through operational projects in its field of competence;
  - (c) strengthen national, subregional and interregional training programmes in educational planning, administration, evaluation and monitoring, in particular through the use of information and communication technologies (ICTs), in cooperation with the other UNESCO education institutes, as well as the UNESCO Institute for Statistics (UIS), and UNESCO field offices;
  - (d) develop practice-oriented knowledge in educational planning and management with a view to sharing and transferring it among Member States;
3. **Authorizes** the Director-General to support the operation of the Institute by granting a financial allocation under Major Programme I for a total amount of \$5,300,000;
4. **Expresses its gratitude** to the Member States and organizations that have supported the Institute's activities through voluntary contributions and contractual agreements, as well as to the Argentinean and French Governments, which provide the Institute's premises free of charge and periodically finance their upkeep, and **invites** them to continue their support for 2012-2013 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies and the private sector to grant, renew or increase their voluntary contributions, with a view to strengthening the activities of IIEP, in accordance with Article VIII of its Statutes, so that it may better meet the needs of Member States in all fields of Major Programme I;
6. **Requests** the Director-General to report periodically, to the governing bodies, in the statutory reports, on IIEP's contribution to the achievement of the following expected results of Major Programme I:
  - (1) national capacities strengthened for policy formulation and planning focusing on promoting the right to quality education and gender equality, and drawing on information and communication technologies (MLA 1 – expected result 1)
  - (2) education stakeholders informed through research and foresight studies on emerging trends and challenges in education (MLA 4 – expected result 12)

## UNESCO Institute for Lifelong Learning (UIL)

The General Conference,

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

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

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

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

3. **Authorizes** the Director-General to provide support to UIL by granting a financial allocation under Major Programme I for a total amount of \$2,000,000;
4. **Expresses its gratitude** to the German Government for its continuing support to UIL by giving a substantial financial contribution and by providing its premises free of charge; and to other Member States and organizations, in particular to the Swedish International Development Cooperation Agency (SIDA), the Government of Norway, the Swiss Agency for Development and Cooperation (SDC), the Danish International Development Agency (DANIDA), and the Federal Government of Nigeria, who have contributed intellectually and financially to UIL activities, and **invites** them to continue their support for 2012-2013 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to grant or renew their financial and other appropriate contributions to enable UIL to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2008-2013;
6. **Requests** the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of the UIL to the achievement of the following expected results of Major Programme I:
  - (1) national capacities strengthened for policy formulation and planning focusing on promoting the right to quality education and gender equality, and drawing on information and communication technologies (MLA 1 – expected result 1)
  - (2) national capacities strengthened to plan, manage and scale up gender-sensitive, quality literacy and non-formal education policies and programmes (MLA 1 – expected result 2)
  - (3) education stakeholders informed through research and foresight studies on emerging trends and challenges in education (MLA 4 – expected result 12)



## UNESCO Institute for Information Technologies in Education (IITE)

The General Conference,

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

**Welcoming** the positive development at the IITE during the biennium and recognizing the importance of maintaining the functional autonomy of the Institute in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. **Emphasizes** and values the important contribution of IITE to the fulfilment of relevant strategic objectives and the priorities of Major Programme I, particularly with regard to policy advocacy, capacity development and knowledge services in the field of information and communication technologies (ICTs) in education, through:
  - (a) evidence-based policy research, analytical studies and the collection and dissemination of best practices on the use of ICTs in education;
  - (b) provision of technical assistance and training for the capacity development of Member States on the application of ICTs in education, with particular emphasis on teachers;
2. **Requests** the Governing Board of the IITE, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2012-2013, to:
  - (a) ensure that the objectives and activities of the IITE correspond to UNESCO's strategic objectives and priorities and lines of action of Major Programme I;
  - (b) continue working with the Director-General to mobilize the necessary human and financial resources so that IITE may accomplish its mission;
3. **Authorizes** the Director-General to support the IITE by providing a financial allocation under Major Programme I of \$1,000,000;
4. **Expresses its gratitude** to the Government of the Russian Federation for its financial contribution and for providing the premises free of charge, and to the Member States and organizations that have supported the Institute's activities intellectually and financially, and **invites** them to continue their support for 2012-2013 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IITE activities in the service of Member States, in conformity with its mission, so that it might better contribute to the priorities of Major Programme I;
6. **Requests** the Director-General to report periodically to the governing bodies in the statutory reports on the IITE's contribution to the achievement of the following expected results of Major Programme I:
  - (1) national capacities strengthened for policy formulation and planning focusing on promoting the right to quality education and gender equality, and drawing on information and communication technologies (MLA 1 – expected result 1)
  - (2) national capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues (MLA 1 – expected result 3)

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

The General Conference,

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

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

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

1. **Emphasizes** and values the important contribution of the IICBA to the fulfilment of the relevant strategic objectives and the priorities of Major Programme I, particularly with regard to teacher policy development, capacity development of teacher training institutions, and advocacy, through:
  - (a) support focusing both on the development and implementation of effective teacher policies, including through the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) teacher education curriculum, qualifications frameworks, gender analysis, and training of teacher trainers at all levels in innovative teacher development;
  - (b) capacity building of teacher education institutions (TEIs) in management and quality assurance, in the areas of ICT-enhanced teacher standards, planning for ICT in education strategies and development of ICT and Open and Distance Learning (ODL) and online certificate training programmes in teacher development;
  - (c) advocacy based on research and dissemination of research outputs through publications and policy dialogue, seminars and conferences, as well as through partnership;
2. **Requests** the IICBA Governing Board, acting in conformity with the Statutes of the Institutes and with the present resolution, when approving the Institute's budget for 2012-2013:
  - (a) to ensure that the objectives and activities of IICBA correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
  - (b) to consolidate and develop the programmes and projects of IICBA with the aim of contributing to the achievements of the expected results of Major Programme I as listed below;
  - (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IICBA can accomplish its mission;
3. **Authorizes** the Director-General to provide support to IICBA by granting a financial allocation under Major Programme I for a total amount of \$2,500,000;
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 2012-2013 and beyond;
5. **Appeals** to Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IICBA activities in the service of Member States, in conformity with

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

6. **Requests** the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IICBA to the achievement of the following expected result of MP I:
  - (1) national capacities strengthened to develop and implement teacher policies, with particular emphasis on quality and gender issues (MLA 1 – expected result 3)

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

The General Conference,

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

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

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

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

## Draft resolution for Major Programme II – Natural sciences

The General Conference

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

- (a) to implement the plan of action for Major Programme II, structured around the following two biennial sectoral priorities and seven main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous people;
- (b) to resort also in the implementation of the plan of action for Major Programme II to South-South and North-South-South cooperation as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system and other international organizations at all stages of programme development, in order to:

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

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

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

- (iv) strengthen the lead work of the UNESCO Intergovernmental Oceanographic Commission (IOC), as the specialized intergovernmental body within the United Nations system, to improve ocean governance and foster intergovernmental cooperation through ocean sciences and services; improve scientific knowledge and understanding of oceanic and coastal processes to supporting Member States, especially SIDS and LDCs, in the design and implementation of sustainable policies and approaches for prevention and reduction of the impacts of natural hazards, mitigation of the impacts of and adaptation to climate change and variability; safeguard the health of oceans and coastal ecosystems;



develop management procedures and policies leading to the sustainability of coastal and ocean environment and resources; and support Member States in developing capacities in ocean sciences, services and observations;

- (v) support the execution of the seventh phase of the International Hydrological Programme (IHP), including through its global and regional programmes, cross-cutting and specialized projects, as well as working groups, and enhanced coordination with the IHP National Committees and focal points, the category 1 UNESCO-IHE Institute for Water Education, other water-related institutes and centres and UNESCO Chairs; strengthen scientific approaches for improved water management policies and governance, particularly in arid and semi-arid zones and in urban systems; enhance water-related technical capacity-building and education at all levels; provide approaches for adapting to the impacts of global changes on river basins and aquifers; and actively contribute to and strengthen global monitoring, reporting and assessment of freshwater resources through the World Water Assessment Programme (WWAP), paying particular attention to sub-Saharan Africa;
- (vi) design and implement the UNESCO Biodiversity Initiative; improve the performance and impact of the Man and the Biosphere (MAB) Programme and the World Network of Biosphere Reserves for the development of biosphere reserves as research and learning platforms for sustainable development, fostering green societies and addressing climate change; reinforce UNESCO's role within the United Nations system for building earth sciences capacity in support of sustainable development through the International Geoscience Programme (IGCP); expand partnerships with space agencies and other partners for tracking changes in land, water and oceans within the context of UNESCO and United Nations-sponsored earth systems observation and monitoring initiatives, including those concerned with risk management, World Heritage sites and biosphere reserves; promote the use of UNESCO-inscribed sites for raising awareness and understanding of climate change and other earth system processes; and promote renewable energy and energy efficiency;
- (vii) support national and regional efforts to develop, integrate and complement capacities to reduce and address risks arising from land-based and freshwater natural disasters with a focus on policy advice, knowledge sharing, awareness-raising, and education for disaster preparedness, paying particular attention to integrating a gender perspective and to youth;
- (c) to allocate for this purpose an amount of \$18,105,200 for activity costs and \$40,639,300 for staff costs;

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

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

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

- (1) Strengthened and self-driven national STI systems and policies developed
- (2) Culture of innovation enhanced through national, regional and local innovation systems, science parks and technology business incubators
- (3) Global STI monitoring strengthened through improved monitoring, assessments and information sharing

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

- (4) Innovative interdisciplinary science and engineering curricula developed, including in such fields as renewable energy
- (5) Institutional research capacity strengthened through networked centres of excellence, South-South and North-South partnerships and university-industry alliances
- (6) Member States' capacities strengthened to develop models for enhancing student research leadership and career mentoring for young researchers, through university networks and professional societies, in particular for developing countries

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

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

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

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

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

- (14) Member States supported in building technical and institutional capacities, and policies and mechanisms improved for adaptation to global changes to river basins at the national, regional and global levels, based on the scientific knowledge base

- (15) World's freshwater resources assessed, notably through the *United Nations World Water Development Report*, and Member States supported in strengthening policies for water governance, including of shared waters
- (16) Effective water management strengthened through improved knowledge base and scientifically sound policy guidance for urban areas, arid and semi-arid zones and groundwater resources and aquifer systems
- (17) Education capacities for water management reinforced at all levels, especially taking into account Africa and gender equality issues

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

- (18) Use of biosphere reserves as research and learning platforms for sustainable development broadened, and implementation of the MAB Programme strengthened, including through enhanced exchange of best practices with regional and global networks
- (19) Earth sciences research, education and capacity-building for sustainable development and management of UNESCO sites enhanced, with a particular focus on Africa
- (20) Sustainable and equitable use of biodiversity and ecosystem services strengthened
- (21) Biosphere reserves and natural World Heritage sites integrated, in collaboration with UN-REDD and similar climate change mitigation and adaptation financing mechanisms
- (22) knowledge base and policies for renewable energy and energy efficiency promoted for the purpose of sustainable development also targeting resident communities in biosphere reserves as beneficiaries of such solutions

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

- (23) Natural disaster and climate change resilience, disaster risk assessment and impact mitigation enhanced and targeted scientific assistance delivered, including through participation in United Nations common country approaches
- (24) Scientific knowledge base and adaptation capacity of Member States for water hazards at regional and country levels improved

3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.
4. **Further requests** the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme II are also fully attained.

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

The General Conference,

**Recognizing** the vital importance of water education and capacity-building in promoting research and training for the sound management of natural resources, and the role of the UNESCO-IHE Institute for Water Education therein,

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

**Underlining** the valuable contribution being made by UNESCO-IHE in the pursuit of the Millennium Development Goals (MDGs),

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

1. **Requests** the Governing Board of UNESCO-IHE to continue its efforts to:
  - (a) further strengthen cooperation with IHP in implementing UNESCO's overall water and sustainable development programme, with special emphasis on the Organization's two global priorities, Africa and gender equality, and on the needs of youth, LDCs and SIDS, as well as those of the most vulnerable segments of society, including indigenous peoples;
  - (b) contribute to the water education thematic programme of the United Nations Decade of Education for Sustainable Development (2005-2014);
  - (c) contribute actively to supporting Member States to acquire the necessary expertise and capacities to achieve MDG 7;
  - (d) support and help implement activities of the United Nations system, in particular the World Water Assessment Programme;
  - (e) ensure the highest degree of excellence in the academic programmes offered by UNESCO-IHE;
  - (f) work in partnership with institutions from the South and North to generate knowledge for development, and further increase the accessibility of this knowledge for Member States;
  - (g) continue to innovate with new ways of delivering education and capacity-building services within developing countries themselves, including through distance learning methods;
  - (h) strengthen linkages with water-related category 2 centres, in particular within the framework of UNESCO's overall strategy for water-related category 1 and 2 institutes and centres;
2. **Takes note** of the general principles of the new decadal strategic directions and comprehensive reforms of UNESCO-IHE, aimed at expanding its global impact on water education as decided by the UNESCO-IHE Governing Board, and encourages its timely implementation;

3. **Expresses its gratitude** to the Government of the Netherlands as host country to UNESCO-IHE for providing core support which ensures the operation of the Institute, and to the other Member States and institutions that provide support for UNESCO-IHE projects and fellowships;
4. **Appeals** to Member States to make voluntary contributions to UNESCO-IHE, thus demonstrating that Member States are committed to water education and capacity-building, and are willing to play a part in ensuring that category 1 institutes can operate in the long term entirely on extrabudgetary funding;
5. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
  - (1) sustainable development enhanced through water education and training, primarily in developing countries
  - (2) research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries
  - (3) capacity to support local water-related organizations increased



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

The General Conference,

**Acknowledging** the report of the Abdus Salam International Centre for Theoretical Physics (ICTP) for the 2010-2011 biennium,

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

1. **Requests** the ICTP Steering Committee and Scientific Council, in accordance with the ICTP Statutes, host country agreements, and this resolution, when approving the Centre's budget for 2012-2013:
  - (a) to continue to ensure that ICTP goals and activities are in consonance with UNESCO's strategic programme objectives and priorities in the natural sciences with special emphasis on the Organization's two global priorities, Africa and gender equality, and on the needs of youth, LDCs and SIDS as well as those of the most vulnerable segments of society, including indigenous peoples;
  - (b) to reinforce ICTP capacity for advanced research, training and networking in the physical and mathematical sciences, as well as interdisciplinary areas, for the benefit of scientists from developing countries, ensuring that staff scientists remain at the forefront of their fields;
  - (c) to support the Centre's efforts in the use of theoretical physics and mathematics to advance scientific understanding of global environmental changes and sustainable development;
  - (d) to explore such avenues as medical physics, computation, biophysics, nuclear physics, nanotechnology, earth system physics including interdisciplinary areas such as climate change;
  - (e) to strengthen scientific cooperation in areas of common interest with Italian Government research institutions and other interested institutions of Member States of UNESCO, especially from developing countries, within the core mandate of UNESCO, with the International Atomic Energy Agency (IAEA), and with other concerned entities in the United Nations system;
2. **Authorizes** the Director-General to support ICTP by providing a financial allocation of \$1,015,000 under Major Programme II;
3. **Expresses its gratitude** to the International Atomic Energy Agency, to the Italian Government, which gives a substantial financial contribution and provides premises to the Centre free of charge, and to the Member States and foundations that have supported the Centre through voluntary contributions, and **invites** them to continue their support in 2012-2013 and beyond;
4. **Appeals** to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable ICTP to implement and expand the activities envisaged for the 2012-2013 biennium;
5. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

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

## Draft resolution for Major Programme III – Social and human sciences

The General Conference

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

- (a) to implement the plan of action for Major Programme III, structured around the following two biennial sectoral priorities and three main lines of action, with special emphasis on the needs of Africa, gender equality, youth and the most vulnerable segments of society, LDCs, SIDS, and countries in post-conflict and post-disaster situations;
- (b) to resort also in the implementation of the plan of action for Major Programme III to South-South and North-South-South cooperation as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system and other international organizations at all stages of programme development, in order to:

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

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

World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) the International Bioethics Commission (IBC) and the Intergovernmental Bioethics Committee (IGBC);

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

- (vi) address social transformations and other global challenges on the basis of human rights, particularly in the context of the social inclusion of vulnerable groups; responding to the social and human dimensions of global environmental change; supporting youth development and participation in society; and contribute to overcoming violence affecting youth and women;
- (vii) advance knowledge on human rights in the fields of competence of UNESCO, with particular emphasis on the right to enjoy the benefits of scientific progress and to freedom of expression for scientists and intellectuals, and contribute to human rights mainstreaming within the United Nations Development Group through training on the human rights approach to programming;
- (viii) foster the social inclusion of vulnerable populations through the MOST Programme and the implementation of UNESCO's Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance by:
  - reinforcing capacities to design inclusive and democratic policies including at the level of local authorities, working through the coalition of cities against racism and discrimination and similar city networks, with particular reference to the situation of migrants;
  - combating HIV/AIDS related discrimination;
  - promoting analysis and studies of the gender-related impact of social transformations in order to support the design of targeted policies;
- (ix) develop innovative actions for the fostering of a culture of peace through enhancement of democratic processes, reconciliation and non-violence, with particular emphasis on:
  - the prevention of violence against women and girls, especially in conflict and post-conflict situations and the development of programmes in the area of prevention of youth violence;
  - the role of youth as partners in national and community development, peace and non-violence by promoting a rights-based policy environment for successful transitions to adulthood and constructive social engagement, particularly through the implementation of the the UNESCO Strategy on African Youth and by building on findings and best practices in this area in other regions, especially in Latin America;
  - the continued development of the organization of the UNESCO Youth Forum, benefiting from a review of past experiences;
- (x) foster philosophical reflection and capacities for critical thinking within contemporary societies to identify and analyze the current and emerging challenges that need to be addressed for the establishment of a robust culture of peace, in particular through the promotion of spaces of exchange and of the inclusion of philosophy teaching in formal and non-formal education;

- (xi) strengthen social science capacities, especially in developing countries, in order to mobilize the skills, capacities, knowledge and infrastructures that reside within the social sciences as drivers of growth and innovation, within a framework of social development and inclusion, particularly through the mechanisms and activities of the MOST Programme;
- (xii) promote inclusion in international agendas of the inherently social and human dimensions of global environmental change, drawing on the contributions of the social and human sciences and paying priority attention to the situation of LDCs and SIDS, notably with respect to climate-driven migration, working in particular through the MOST Programme, the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), cooperation with the International Social Science Council, notably in connection with the Second World Social Science Forum and the World Social Science Report; and United Nations processes including the UN Task Force on the Social Dimensions of Climate Change;
- (xiii) capitalize on the potential of sport for social transformation, social inclusion and development, and peace processes, working where appropriate through the Intergovernmental Committee on Physical Education and Sport (CIGEPS) and its advisory body, the Permanent Consultative Council (PCC):
  - by setting up strategic partnerships to promote the role and potential of sport as a developmental engine; and
  - by providing advice and good practice to Member States to integrate the social dimension of sport into public policy and programmes, particularly with regard to physical education and community sport;

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

- (c) to allocate an amount of \$ 8,674,100 for activity costs, and \$ 20,556,600 for staff costs;

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

- (a) to implement the various activities authorized by this resolution, working as appropriate through intersectoral platforms;
- (b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results, including relevant performance indicators:

**Main line of action 1: Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics**

- (1) Capacity of Member States enhanced at national level to identify and address bioethical challenges with due regard to appropriate human-rights and gender equality frameworks
- (2) Promotion and implementation of the International Convention against Doping in Sport ensured



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

- (3) Understanding improved of the implications of social inclusion for the promotion of a culture of peace, integrating human rights and democratic principles
- (4) Social change conducive to peace and non-violence promoted through youth-led social innovation and engagement of young women and men in their communities

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

- (5) Improved capacities and awareness in Member States and at the international level for developing, implementing and monitoring policies that promote social inclusion of all groups in society, especially youth, women, migrants, and people with disabilities
- (6) International agendas on global environmental change informed and national policy responses enhanced by emphasis on its inherently social and human dimensions, drawing on the contributions of the social and human sciences

3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications;
4. **Further requests** the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme III are also fully achieved.

## Draft resolution for Major programme IV – Culture

The General Conference

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

- (a) to implement the plan of action for Major Programme IV, structured around the following two biennial sectoral priorities and six main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS and the most vulnerable segments of society, including indigenous peoples;
- (b) to resort also in the implementation of the plan of action for Major Programme IV to South-South and North-South-South cooperation as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system and other international organizations at all stages of programme development, in order to:

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

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

- (vi) ensure the effective implementation of the 2001 Convention on the Protection of the Underwater Cultural Heritage by providing effective support to meetings of States Parties to the Convention; encouraging new ratifications and undertaking capacity-building and awareness-raising activities in Member States;
- (vii) ensure the reinforcement of the implementation of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and provide support to the meetings of States Parties to the Convention, as well as to the meetings of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation;
- (viii) promote related awareness of and involvement in the UNESCO policy on fighting traffic in cultural property through capacity-building activities and information sharing including the expansion, translation and updating of the UNESCO Database of National Cultural Heritage Laws;
- (ix) ensure the effective implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, by facilitating the decision-making process of its governing bodies and the advisory services of their subsidiary and consultative bodies; support and process requests for international assistance from the Fund for the Safeguarding of the Intangible Cultural Heritage;
- (x) enhance the safeguarding and transmission of the intangible cultural heritage by supporting States Parties in developing and/or strengthening national policies and human capacities in the field of the intangible cultural heritage; facilitate the participation of communities, practitioners, NGOs, non-profit making organizations, experts and centres of expertise in the implementation of the Convention, with a special focus on youth and women; implement international assistance-funded safeguarding activities; and effective utilization of best practices for public awareness and strengthened safeguarding capacities, targeting, in particular, youth and women;
- (xi) increase general awareness of the importance of the intangible cultural heritage and its safeguarding for sustainable development, social cohesion, dialogue and peace through further development of an integrated and comprehensive information and knowledge management system, as well as effective promotion of best practices of safeguarding;
- (xii) support the governing bodies of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions through the timely organization of statutory meetings and analysis of the periodic reports provided by States Parties, as well as through ensuring the effective management of the International Fund for Cultural Diversity, and the further development of knowledge management resources and tools;
- (xiii) develop awareness-raising activities to enhance the visibility of the Convention and further increase the number of States Parties to it; support the development and strengthening of policies that promote the creation, production, distribution and enjoyment of cultural expressions as well as the development of cultural industries at the national level; and collect and disseminate best practices in this regard;

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

- (xiv) advocate the inclusion of culture in international development policies and its integration in United Nations joint programming exercises, including United Nations Development Assistance Frameworks (UNDAFs), and develop strategic partnerships promoting the role of culture in sustainable development, through appropriate means;

- (xv) strengthen management for sustainable development in cities through heritage preservation and the Creative Cities Network and enhance cooperation between cities of developed and developing countries;
  - (xvi) continue efforts to create an enabling environment for the emergence of cultural and creative industries and for their positive impact on socio-economic development in developing countries;
  - (xvii) mobilize innovative partnerships to promote and strengthen the role of museums as social, educational and economic channels, particularly in Africa and the least developed countries (LDCs), in order to build their capacities in the fields of safeguarding the heritage, raising awareness of cultural diversity, and promoting economic entrepreneurship in local handicrafts, cultural industries and cultural tourism;
  - (xviii) demonstrate the role of cultural expressions, arts education and heritage in fostering dialogue and social cohesion, especially in post-conflict and post-disaster contexts, paying special attention to the needs of youth;
  - (xix) promote the pedagogical use of the UNESCO general and regional histories, in particular the *General History of Africa* through the production of teaching materials and their integration into school curricula;
  - (xx) consolidate efforts to promote dialogue among cultures and increase awareness of cultural interactions, through flagship projects such as the Slave Route project, the intersectoral initiative Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal, the Arabia Plan and the Roads to Independence: the African Liberation Heritage project;
  - (xxi) promote multilingualism and enhance the intercultural skills of youth through information and communication technologies (ICTs);
- (c) to allocate for this purpose an amount of \$15,708,400 for activity costs, and \$36,504,800 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, including relevant performance indicators:

**Main line of action 1: Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention**

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

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

- (4) Protection of cultural properties through the effective implementation of the 1954 Convention and its two Protocols enhanced

- (5) Effective implementation of the 2001 Convention encouraged and international cooperation for the preservation of the underwater cultural heritage increased
- (6) Implementation of the 1970 Convention made effective and reinforced, and measures enabling the fight against the illicit import, export and transfer of ownership of cultural property strengthened

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

- (7) Safeguarding of the intangible cultural heritage enhanced through the effective implementation of the 2003 Convention
- (8) The role of the governing bodies of the 2003 Convention strengthened, particularly through the effective organization of the statutory meetings
- (9) The national safeguarding capacities of Member States in particular of developing countries, strengthened

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

- (10) The 2005 Convention effectively implemented
- (11) Policies, measures and programmes pertaining to the 2005 Convention supported and strengthened at the national, regional and international levels
- (12) Information and best practices on the protection and promotion of the diversity of cultural expressions identified, disseminated and shared with States Parties to the 2005 Convention
- (13) The role of culture in sustainable development fostered through creative and cultural industries

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

- (14) Approaches to culture and development clarified in order to guide and assist Member States in devising inclusive development policies
- (15) The role of culture in sustainable development better integrated into international development policies and within United Nations common country programming exercises in order to reinforce social inclusion and community cohesion, human development and economic growth
- (16) Contributions of cities to sustainable development enhanced
- (17) Activities in the fields of books, translation and crafts promoted
- (18) Social, economic and educational roles of museums as vectors for sustainable development and intercultural dialogue promoted and capacity-building in this area strengthened, in particular in developing countries



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

- (19) Heritage promoted as a vector of dialogue, cooperation and mutual understanding, especially in post-conflict countries
  - (20) Promotion and use of the general and regional histories published by UNESCO strengthened, for educational purposes
  - (21) Knowledge of the slave trade, slavery and the African diaspora enhanced
  - (22) Conditions, capacities and arrangements for intercultural dialogue and a culture of peace strengthened locally, nationally and regionally
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.
4. **Further requests** the Director-General to implement the programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to Major Programme IV are also being fully achieved.

## Draft resolution for Major Programme V – Communication and information

The General Conference

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

- (a) to implement the plan of Action for Major Programme V, structured around the two biennial sectoral priorities and three main lines of action mentioned below while ensuring priority to Africa, gender equality and youth. Emphasis will also be placed on Least Developed Countries (LDCs), Small Island Developing States (SIDS), indigenous peoples and countries in post-conflict and post-disaster situations;
- (b) to resort also in the implementation of the plan of action for Major Programme V to South-South and North-South-South cooperation as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system and other international organizations at all stages of programme development, in order to:

### **Biennial sectoral priority 1: Promoting freedom of expression and information**

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

Development of Communication (IPDC). Support Member States in addressing media development needs in a strategic manner through multi-stakeholder assessments based on the UNESCO Media Development Indicators;

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

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

- (ix) Support actions that help reduce the digital divide and promote opportunities to access information and communications technologies (ICTs) and their use of the internet for development. Particularly develop and foster partnerships with both public and private sectors to address and diminish the digital divide and the gap between men and women, households, businesses and geographic areas at different socio-economic levels of this divide, including the needs of persons with disabilities. Coordinate UNESCO's role in the Broadband Commission for Digital Development, recognizing the importance of broadband for development;
- (x) Promote the application of ICTs to enhance the quality of and access to education, including the stimulation of production, sharing and access to open educational resources (OERs), and to build scientific knowledge through the promotion of open access to scientific research results;
- (xi) Promote multilingualism in cyberspace;
- (xii) Harness ICTs to endow local communities with the means to promote their heritage and cultural expressions;
- (xiii) Contribute to increasing the access of developing countries to, and participation in, the development of free and open source software (FOSS) and open standards;
- (xiv) Protect and digitize documentary heritage through the Memory of the World Programme, and promote the preservation and safeguarding of original material, including through the Memory of the World Register and the UNESCO/Jikji Memory of the World Prize;
- (xv) Strengthen digital preservation and develop principles which should guide digitization;
- (xvi) Foster and strengthen libraries and archives as contributors to knowledge societies, and build the capacities of information professionals. Further strengthen the World Digital Library to make rare and unique documents from libraries and cultural institutions all over the world available online, free of charge;

- (xvii) Reinforce the international and national outreach of the Information for All Programme (IFAP) and assist Member States in elaborating and implementing national information policy frameworks for universal access to information;
- (c) to allocate an amount of \$11,457,400 for activity costs and \$20,532,500 for staff costs;

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

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

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

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

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

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

**Main line of action 3: Supporting Member States in empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage**

- (7) The impact of activities in the fields of education, sciences and culture enhanced through gender-sensitive Open Suite strategies (open access, free and open source software and open educational resources) and innovative ICTs
- (8) World's documentary heritage protected and digitized, capacities of Member States strengthened to that effect, preservation and digitization strategies and principles adopted and archives and libraries reinforced as centres of education and learning

(9) Member States enabled to implement the World Summit on the Information Society (WSIS) outcomes and develop gender-sensitive policy frameworks for universal access to information and for bridging the digital divide

3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications;
4. **Requests** the Director-General to implement the Programme in such a manner that the expected results defined for the two global priorities, Africa and gender equality, pertaining to MP V are also being fully implemented.

# UNESCO Institute for Statistics (UIS)

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## Draft resolution for UNESCO Institute for Statistics (UIS)

The General Conference,

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

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

1. **Requests** the Governing Board of the UNESCO Institute for Statistics to focus the Institute's programme on the following priorities, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples to:
  - (a) improve the relevance and quality of UNESCO's international database by developing new statistical concepts, methodologies and standards in education, science, culture and communication, by promoting the collection and production of quality statistics and indicators in a timely manner, and by strengthening communication with Member States and cooperation with field offices and partner agencies and networks;
  - (b) continue to support Member States and build their capacities in developing national strategies through conducting training in data collection and use, dissemination of technical guidelines and tools, and through the provision of expert advice and support to in-country statistical activities;
  - (c) support the development of policy analysis in Member States by: training in analysis, conducting analytical studies in partnership with international specialists, disseminating best practices and analytical reports to a wide audience; and by regularly reporting on the dissemination and use of UIS statistics;
  - (d) strengthen the position of the UNESCO Institute for Statistics within the international statistical landscape by looking for and/or intensifying cooperation with other relevant international organizations, including the Organization for Economic Co-operation and Development (OECD) and the Statistical Office of the European Communities (Eurostat);
  - (e) address the issue of education quality and the related increasing importance of assessing learning outcomes by consolidating its clearinghouse role in this field, promoting cooperation and convergence among existing international initiatives regarding student assessment, and expanding the implementation of the Literacy Assessment and Monitoring Programme (LAMP) in new countries as well as presenting the results from the participating countries;
  - (f) implement the revised International Standard Classification of Education (ISCED) subject to approval by the General Conference;
2. **Authorizes** the Director-General to support the UNESCO Institute for Statistics by providing a financial allocation of \$9,128,600;



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 periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

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

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

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

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

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

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

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

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

# Intersectoral Platforms

07000

## Draft resolution for Intersectoral platforms

The General Conference

1. **Welcomes** the formation of intersectoral platforms in areas of convergence of different Major Programmes, which allow an exchange of ideas and a more flexible programme delivery enhancing value and impact;
2. **Highlights** the need to promote a culture of intersectorality into the work of the Secretariat and covering the Organization's activities as a whole, and **calls on** the Director-General to ensure that intersectoral work be proactively pursued on other issues than those covered by the intersectoral platforms;
3. **Underlines** the need to avoid overlaps and duplication and to monitor regularly the execution of the platforms' activities, to ensure accountability and report on expected results, lessons learned and obstacles encountered during their implementation in the Director-General's statutory reports;
4. **Authorizes** the Director-General to implement the plan of action for the intersectoral platforms, in order to promote intersectoral action through the following six intersectoral platforms:
  - (a) promotion of a culture of peace and non-violence;
  - (b) UNESCO's contribution to climate change mitigation and adaptation;
  - (c) UNESCO's contribution to the fight against HIV/AIDS;
  - (d) UNESCO's support to countries in post-conflict and post-disaster situations;
  - (e) UNESCO's contribution to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS);
  - (f) Priority Africa and its implementation by UNESCO;
5. **Approves** the allocation of 8% of the activity budget of the Major Programmes (excluding Category 1 institutes) to be used for funding the intersectoral platform activities;
6. **Decides** to allocate for this purpose an amount of \$7,123,700 for activity costs;<sup>1</sup>
7. **Requests** the Director-General to report periodically to the Governing bodies, in the statutory reports, on the achievement of the expected results of each intersectoral platform, as spelled out in the chapter on Intersectoral platforms (Part II.A, volume 2);

<sup>1</sup> This amount does not include the contribution from IOC (of approximately \$343,900). IOC will participate fully in the implementing of relevant IPs. However, unless the General Conference decides otherwise, IOC's IP contribution will remain within its budget and will not be pooled with the other contributions under the IP appropriation line.

8. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.
9. **Emphasizes** the importance of integrated actions by Headquarters, field offices and category 1 institutes in the work of the platforms;
10. **Stresses** that intersectoral platforms should seek engagement and cooperation with National Commissions, all UNESCO's partners, networks and organizations at regional, subregional and national levels.

# Field Office Implementation of Decentralized Programmes

08000

## Draft resolution for Field office implementation of decentralized programmes

The General Conference

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

- (a) to implement the first phase of the plan of action in order to:
  - (i) carry out the planning and implementation of the Organization's programmes and actions at the country and regional levels through the Organization's network of field offices and to continue participating actively in United Nations joint programming exercises and initiatives at the country level and always within the framework of the national priorities;
  - (ii) pursue the implementation of the strategy for the reform of UNESCO's field presence network and its adaptation to the demands of United Nations system-wide coherence at the country level in line with any relevant resolution adopted by the General Conference at its 35th session, and to ensure increased accountability of field offices;
  - (iii) take appropriate measures to provide administrative guidance to field offices and ensure targeted reinforcement of those involved in United Nations joint programming, including alternative arrangements in countries where UNESCO has non-resident status;
  - (iv) monitor the overall performance of field offices through joint reviews with sectors and services concerned;
  - (v) ensure the performance assessments of all Directors and Heads of field offices;
  - (vi) manage, administer and monitor the implementation of field offices' operating expenditures;
  - (vii) reinforce their managerial and administrative capacities, and coordinate their overall staffing;
  - (viii) act as central coordinating and monitoring entity for the safety and security of UNESCO personnel and premises in the field and manage the corresponding budget, and participate in the further development and enhancement of common field security policies and directives within the United Nations security management system;
  - (ix) coordinate UNESCO's responses to post-conflict and post-disaster situations, and serve as focal point for corresponding inter-agency mechanisms;
  - (x) monitor and develop the relevant management and administrative infrastructures and mechanisms in support of UNESCO's responses to post-conflict and post-disaster

situations, in close coordination with United Nations bodies at international, regional and country levels;

- (b) to allocate for this purpose an amount of \$309,200 for coordination activity costs, \$20,156,000 for field office operating costs and \$59,398,900 for staff costs at Headquarters and in the field offices;
2. **Requests** the Director-General to report to the governing bodies periodically, in the statutory reports, on the achievement of the following expected results:
- (1) the first phase of UNESCO's reform of its field presence network implemented
  - (2) performance assessment of all directors and heads of field offices completed
  - (3) operating budgets of field offices monitored and their management and administration improved
  - (4) capacity and skills of field staff improved
  - (5) acceptable level of security and safety of UNESCO personnel and premises ensured, commensurate with security conditions and risk assessments
  - (6) abilities of all UNESCO personnel enhanced and made sustainable regarding field security and safety matters
  - (7) integration into United Nations post-conflict and post-disaster responses ensured
  - (8) staff capacities for post-conflict and post-disaster situations reinforced, based on lessons learnt;
  - (9) capacity for fund-raising for post-conflict and post-disaster interventions enhanced
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

# Programme-Related Services

09100

## Draft resolution for the Coordination and monitoring of action to benefit Africa

The General Conference

1. **Authorizes** the Director-General

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



- (ix) strengthen the role of the Africa Department as a focal point for all matters relating to Africa;
  - (b) to allocate for this purpose a sum of \$1,437,100 for activity costs and \$4,344,500 for staff costs;
2. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
- (1) impact of UNESCO's programmes in Africa increased and strengthened through improved identification of Africa's priority development needs and joint/shared implementation, in particular with the AU and agencies of the United Nations system and/or regional, subregional, national and local intermediaries/partners
  - (2) intersectoral coordination, crucial to collective ownership in terms of the design, implementation and evaluation of programmes for Africa as a "global priority", (i) boosted through the restructuring, reactivation and enhancement of existing coordination mechanisms, and (ii) strengthened by the introduction of innovative mechanisms, in particular promising special projects and programmes
  - (3) relations with Member States in Africa consolidated and networks of bilateral, multilateral and civil society and private sector partnerships to support "Global Priority Africa" established and mobilized at the intra-African and international levels
  - (4) visibility of UNESCO's action in Africa strengthened
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications..

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

The General Conference

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

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

- (xiii) monitor gender balance in the Secretariat;
  - (xiv) participate and provide input to, as UNESCO's central focal point for gender equality, the United Nations inter-agency processes concerned with gender equality and the empowerment of women;
  - (xv) monitor and contribute to the United Nations system-wide reform processes pertaining to the pursuit of gender equality at the global, regional and country levels, and formulate strategies for UNESCO's involvement at different levels in matters related to gender equality;
  - (xvi) forge a strong partnership with other UN agencies working in the area of gender equality and the empowerment of women, such as the UN Women, UNFPA and others;
  - (xvii) promote cooperation and partnerships with Member states, as well as the private sector and mobilize multilateral and bilateral development assistance mechanisms;
- (b) to allocate for this purpose an amount of \$434,600 for activity costs and \$1,740,500 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:
- (1) Gender equality and women's empowerment promoted in all UNESCO programmes at all stages of the programme design, implementation, monitoring and evaluation through gender mainstreaming and gender specific programming ensuring compliance with the strategic orientations and the programming frameworks and priorities set by the governing bodies, actions/results identified in GEAP as well as with the Director-General's directives
  - (2) Requisite staff and institutional capacities built for gender mainstreamed and gender-specific programming, advocacy and policy advice
  - (3) UNESCO's strategic contribution to the UN inter-agency cooperation in the area of gender equality and the empowerment of women articulated and integrated at the global, regional and country levels
  - (4) Member States support and undertake initiatives in favor of gender equality and the empowerment of women
  - (5) New partnerships with various stakeholders, including the private sector, to promote gender equality and the empowerment of women established and implemented
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference 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, programme monitoring and budget preparation

The General Conference

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

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

emerging trends and challenges in the Organization's fields of competences; and undertake foresight-oriented activities together with the programme sectors;

- (ix) monitor, in close cooperation with the Africa Department and the Division of Gender Equality in the Office of the Director-General, the programme activities benefiting Africa and gender equality being the two global priorities of the Organization;
  - (x) promote South-South and North-South-South cooperation; support to the Least Developed Countries (LDCs), the Small Island Developing States (SIDS), the most vulnerable segments of society, including indigenous peoples, countries in post-conflict and post-disaster situations and to countries in transition as well as middle-income countries;
  - (xi) progressively ensure that the principles of the results-based management approach and a risk management approach are implemented, capturing expected results and, to the extent possible, the impact of the Organization's activities; and provide training and coaching programmes for staff and Member States;
  - (xii) manage the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER) and provide staff and Member States capacity training programmes in collaboration with the Sector for Support Services Management (SSM);
- (b) to allocate for this purpose an amount of \$1,430,300 for activity costs and \$7,710,500 for staff costs;

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

- (1) Draft Medium-Term Strategy for 2014-2019 (37 C/4) and the Draft Programme and Budget for 2014-2015 (37 C/5) prepared
- (2) Programming, monitoring and reporting functions carried out in line with UNESCO's results-based approach and in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and with the Director-General's directives
- (3) Volume of extrabudgetary resources stabilized, with a higher ratio of un-earmarked resources, through the enhancement and diversification of channels and methods for resource mobilisation, including public-private sector partnerships and innovative financing approaches
- (4) Overall coordination, guidance and backstopping provided to the intersectoral platforms, including the lead for the intersectoral and interdisciplinary programme of action for a culture of peace and non-violence, the integrated comprehensive strategy on the category 2 institutes and centres, as well as other themes and policy issues of a strategic nature
- (5) Foresight activities related to emerging trends and challenges at global and regional levels undertaken, integrated into programming of all Sectors and results widely disseminated
- (6) UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened at the country, regional and global levels, including through the administration of dedicated programme resources and staff capacity-building programmes
- (7) Staff capacities strengthened in RBM, SISTER, the mobilisation and management of extrabudgetary resources and UN reform/UNDAF approaches

3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

## Draft resolution for Organization-wide knowledge management

The General Conference

1. **Authorizes** the Director-General:
  - (a) to implement the plan of action in order to:
    - implement effective knowledge and information systems management (KISM) strategy of the Organization based on user needs in order to: support knowledge creation, capture, retention and sharing throughout the Organization; to support effective and efficient decision-making at all levels of the Organization and to enhance organizational learning;
  - (b) to allocate for this purpose an amount of \$1,993,700 for activity costs and \$3,076,200 for staff costs;
2. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
  - (1) strategic vision for knowledge and information management elaborated including requirements for knowledge dissemination
  - (2) governance and decision-making process for investments in knowledge and information management defined and implemented across the Organization
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.



## Draft resolution for External relations and public information

The General Conference

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

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

- establishing a modernized and integrated web presence with rich media links to videos, photos, and audio, thus uniting previously disparate document repositories, photobanks, and video collections into a single user-friendly platform;
  - building new communication and distribution channels, from social media tools to e-readers, increasingly utilized to bring UNESCO's vast knowledge and resources to all, especially younger audiences;
  - efficiently administering UNESCO Prizes;
  - participating in commemorations of historic events and anniversaries of personalities organized by Member States and Associate Members;
- (b) to allocate for this purpose an amount of \$3,184,700 for activity costs and \$24,515,100 for staff costs;

3. **Requests** the Director-General to report in the statutory documents on the achievement of the following expected results:

- increased cooperation with Member States, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO so that Permanent Delegates and Observers are well informed about UNESCO's activities through regular and sectoral thematic information meetings and a customized website;
- Director-General's official visits to Member States and Intergovernmental Organizations are organized more strategically in collaboration with the relevant Sectors and Services;
- UNESCO's involvement in the United Nations System enhanced, including through the coordination of substantive inputs to major international meetings and to UN documents and reports;
- cooperation with other specialized agencies and intergovernmental organizations developed; preparation and implementation of joint projects and monitoring of cooperation agreements strengthened;
- effective contribution of National Commissions and related networks to the preparation, implementation and evaluation of UNESCO's programmes secured through an active involvement of National Commissions for the mobilization of UNESCO partners for the visibility of UNESCO and for partnerships with Parliamentarians, UNESCO Clubs movement, cities and local authorities;
- cooperation between National Commissions and UNESCO field networks encouraged within the United Nations common country programming and annual reporting on the cooperation with National Commissions, using, *inter alia*, information provided by the latter on the impact of their activities, mobilization of partners and/or funds, and programmatic contribution;
- statutory framework for cooperation with NGOs and foundations improved and simplified;
- participation of non-governmental partners in the work of the governing bodies strengthened;
- resulting from the communication plan, the public at large has access to and consults information about UNESCO's programme priorities which contribute to enhanced public awareness of the Organization's mandate and action;
- increased and more positive coverage of UNESCO's activities and priorities in leading national and international media outlets inducing a better knowledge of UNESCO's image in the media and partnerships established with major news organizations;

- enhanced visibility of UNESCO through increased use of UNESCO's audiovisual materials – including videos and photos by media networks, television and other multimedia information sources;
  - enhanced visibility of UNESCO internationally (image and recognition) through the organization of corporate and cultural events based on extended partnerships with governments, the civil society, the private sector and the media and through a more coherent strategy for governing UNESCO Prizes;
  - publications programme enhanced and a coherent set of communication materials prepared and distributed by Sectors and Services and UNESCO branding and merchandizing capacities improved, with a better evaluation of the impact of UNESCO's name and logo and an improved strategy for their use;
  - dissemination of knowledge and information facilitated via the integrated web content management platform;
4. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference 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 \$17,917,800 for direct programme costs;
- (c) to further allocate for this purpose an amount of \$53,100 for operating costs and an amount of \$1,112,500 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 submitted by least developed countries (LCDs), developing countries, post-conflict and post-disaster countries, small island developing States (SIDS), countries in transition and middle income countries;
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 priorities of the Organization, in particular to the Major Programmes, interdisciplinary projects, and activities to benefit Africa, youth and gender equality, the least developed countries, developing countries, post-conflict and post-disaster countries, small island developing States (SIDS) and countries in transition, and to the activities of the National Commissions for UNESCO. In the selection of Participation Programme projects, due account will be taken of the priorities defined by the governing bodies for UNESCO's regular programme;
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 approval 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. Requests should be submitted as soon as possible at the beginning of the biennium and no later than the deadline set for submission of requests, 28 February 2012, except for requests for emergency assistance or a regional project, 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 2012;
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 6 above;
  - (d) the Permanent Observer of Palestine to UNESCO, where the participation requested relates to activities in UNESCO's fields of competence in the Palestinian Autonomous Territories;
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 Participation Programme Committee chaired by the Assistant Director-General for External relations and public information and responsible for screening the Participation Programme requests, which are to be in conformity with the well-established criteria, procedures and priorities;
  - (d) the contribution that such participation can effectively make to the attainment of Member States' objectives in UNESCO's fields of competence, and within the framework of the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5) approved by the General Conference, with which participation must be closely linked;
  - (e) the need to establish an equitable balance in the distribution of funds, by giving priority to the needs of Africa, least developed countries (LDCs), gender equality and youth as well as developing countries and countries in transition and small island developing States (SIDS), 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 US dollars) and promised or expected funding from the Member States or private institutions;
  - (b) the results of the Participation Programme will be made known with a view to the planning and implementation of the Organization's future activities. The activity reports and sexennial reports, submitted after completion of each project by Member States, will be used by the Secretariat to evaluate the Participation Programme's impact and results in Member States and its consistency with the objectives and priorities set by UNESCO. An evaluation by the Secretariat may also be undertaken while the project is being carried out; the list of beneficiaries submitting reports late will be transmitted to the governing bodies;
  - (c) the use of UNESCO's name and logo for the activities approved under the Participation Programme, in accordance with the directives approved by the governing bodies, will give this programme a higher profile when it is carried out at the national, subregional, regional or interregional levels, and the beneficiaries will report on the results recorded in this way;

## B. Conditions

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 2014 at the latest. It is understood that no new financial contribution will be paid until the applicant has submitted all the requisite financial reports or returned the contributions paid out. The financial reports shall be signed by the competent authority and certified by the Secretary-General of the National Commission. Also, given the need for proper accountability, all the additional supporting documents necessary shall be kept by the applicant for a period of five years after the end of the biennium concerned and provided to UNESCO or the auditor upon written request. In certain exceptional cases or in unavoidable circumstances, the Director-General may decide on the most appropriate way to handle requests, in particular through implementation by a field office concerned, provided that she duly informs the Executive Board;
  - (b) undertake to provide on a compulsory basis, together with the financial report mentioned in subparagraph (a) above, a detailed activity report on the results of the projects financed and their usefulness for the Member State or States and UNESCO; in addition, a sexennial report on the impact of the Participation Programme shall be prepared by each beneficiary on a cycle aligned with the Medium-Term Strategy (C/4);
  - (c) pay, where participation is accorded in the form of study grants, the cost of the grantholders' passports, visas, medical examinations and salaries while they are abroad, if they are in receipt of a salary; help them to find suitable employment when they return to their countries of origin in accordance with national regulations;
  - (d) maintain and insure against all risks any property supplied by UNESCO, from the time of its arrival at the point of delivery;
  - (e) undertake to cover UNESCO against any claim or liability resulting from the activities provided for in this resolution, except where it is agreed by UNESCO and the National Commission of the Member State concerned that such claim or liability arises from gross negligence or wilful misconduct;
  - (f) grant to UNESCO, with regard to activities to be carried out in connection with the Participation Programme, the privileges and immunities set out in the 1947 Convention on the Privileges and Immunities of the Specialized Agencies;

## C. Emergency assistance

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 (PCPD) countries;
  - (c) UNESCO emergency assistance should be concentrated on:
    - (i) assessing the situation and the basic requirements;
    - (ii) providing expertise and formulating recommendations on resolving the situation in its fields of competence;
    - (iii) helping to identify outside funding sources and extrabudgetary funds;
    - (iv) emergency assistance in cash or kind should correspond to the urgent needs as identified by the Member States;
  - (d) no administrative support or personnel costs shall be financed through emergency assistance;
  - (e) the total budget for any emergency assistance project shall not exceed \$50,000; it may be supplemented by extrabudgetary funds identified for this purpose or other sources of funding;
  - (f) emergency assistance shall not be provided if the Member State's request may be met within the ordinary Participation Programme;
  - (g) emergency assistance shall be provided in coordination with other United Nations agencies;
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; a provisional budget as well as pro-forma invoices in case of equipment should be provided;
  - (b) the Director-General shall then inform the Member State, through the National Commission or established channel, of her decision;
  - (c) when appropriate, and in agreement with the Member State, a technical assessment mission will be sent to appraise the situation and report to the Director-General;
  - (d) the Secretariat shall report to the Member State on the assistance and the amounts it envisages providing and the follow-up, if any, which could be considered; the total value of the assistance provided shall not be in excess of \$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 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 seek extrabudgetary funds to supplement the emergency assistance programme for 2012-2013 as needed;
- (f) to identify ways and means of strengthening the Participation Programme in the forthcoming biennium for the benefit of the least developed countries (LDCs), developing countries, post-conflict and post-disaster (PCPD) countries, Small Island Developing States (SIDS) and countries in transition;

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

- (1) formulation, evaluation and follow-up of requests improved to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5)
- (2) implementation of adjustable strategies to meet the special and urgent needs of some groups of countries with common characteristics improved
- (3) Participation Programme impact and accountability mechanisms strengthened through enhanced information and communication with Member States at all stages of programme execution.

## Draft resolution for the Fellowships Programme

The General Conference

1. **Authorizes** the Director-General
  - (a) to implement the plan of action in order to:
    - (i) contribute to the enhancement of human resources and national capacity-building in areas that are closely aligned to UNESCO's strategic objectives and programme priorities, through the award and administration of fellowships;
    - (ii) increase fellowships through co-sponsored arrangements with interested donors and extrabudgetary funding sources, either in cash or in kind;
    - (iii) explore possibilities of strengthening the fellowships programme through partnerships with civil society and non-governmental organizations;
  - (b) to allocate for this purpose an amount of \$1,050,000 for activity costs and \$593,800 for staff costs;
2. **Requests** the Director-General to report in the statutory reports on the achievement of the following expected results:
  - (1) national capacities in Member States enhanced in UNESCO programme priorities;
  - (2) fellowship beneficiaries empowered in programme priority areas through sharing of knowledge and upgrading of skills at graduate and post graduate levels;
  - (3) thematic areas aligned to strategic programme objectives and biennial sectoral priorities;
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

11000

## Draft resolution for human resources management

The General Conference

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

- (a) to implement the corresponding plan of action in order to:
  - (i) pursue the implementation of human resources policies, and revise them as required, to ensure that they effectively enable and support UNESCO's programme operations; paying special attention to the improvement of geographical distribution and gender balance as well as the need for harmonization with the UN Common System;
  - (ii) complete the initial phase of the human resources management strategy for 2011-2016; focusing in particular on the enhancement of recruitment, staffing processes and mechanisms;
  - (iii) update and implement the geographical mobility policy, to address the Organization's programme and staffing needs, and effectively support the Field Network reform;
  - (iv) implement innovative and relevant learning and development programmes with particular emphasis on the enhancement of partnership, managerial and leadership competencies;
  - (v) promote a culture of results-oriented management ensuring engagement and exchange in support of performance management;
  - (vi) support the financial stability of the Medical Benefits Fund by implementing best industry practice mechanisms, as approved by the Governing Boards.
- (b) to allocate for this purpose an amount of \$18,073,900 for activity costs and \$16,561,600 for staff costs.

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

- (i) action plan for the human resources management strategy for 2011-2016 developed and implemented;
- (ii) equitable geographical distribution and gender balance improved, in particular at the senior management levels;
- (iii) effective and financially sound social security schemes for staff ensured;
- (iv) learning and development plan elaborated, implemented and monitored;
- (v) culture of results introduced in performance management;



- (vi) administrative actions relating to recruitment, appointments and benefits/entitlements administration efficiently processed;
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

## Draft resolution for Financial management

The General Conference

1. **Authorizes** the Director-General:
  - (a) to undertake regular budget monitoring, keep proper books of accounts, and conduct treasury and financial control functions effectively and efficiently in compliance with the Financial Regulations and Rules;
  - (b) to manage, administer and monitor the implementation of field offices' operation expenditures, reinforce their administrative capacities, and coordinate their overall staffing;
  - (c) to allocate for this purpose \$1,138,500 for activities and \$12,330,100 for staff costs;
2. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievements of the following expected results:
  - (1) informed decision-making by the Director-General and governing bodies facilitated by timely financial and budgetary monitoring and reporting on regular budget and extrabudgetary resources with particular emphasis on management of risks
  - (2) risk-based budgetary and financial internal control systems strengthened across the Organisation, concerned staff capacities built and programme implementation with key partners facilitated
  - (3) transparent and high quality audited financial statements produced in accordance with IPSAS and presented to the governing bodies with clean audit opinion
  - (4) financial resources of the Organisation managed in an effective and efficient manner and in compliance with the Financial Regulations and Rules
  - (5) operational deliverables and targets met due to consistent and appropriate application of the Financial Regulations, rules, policies and procedures
  - (6) enhanced and integrated financial management and reporting systems put in place and properly used
  - (7) effective operational reporting lines established from Administrative Officers to the CFO, with particular attention to Field Office network
  - (8) operational guidance and overall coordination provided to Field Offices on implementation of measures agreed upon in the context of harmonised business practices in the UN system framework
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference on measures taken to optimize the use of resources in the implementation of programme activities, including travel, contractual services and publications.

## Draft resolution for Support services management

The General Conference

1. **Authorizes** the Director-General:
  - (a) to implement the plan of action aimed at providing support for the effective implementation of UNESCO's programmes and at ensuring the appropriate management of the common support services, namely:
    - (i) coordination, information technology and communications;
    - (ii) conference, languages and documents services;
    - (iii) common services: procurement, Headquarters security and facilities;
  - (b) to allocate for this purpose an amount of \$18,331,400 for activity costs and \$54,000,300 for staff costs;
2. **Invites** the Director-General to pursue her efforts aimed at reinforcing security arrangements at Headquarters as set out in 185 EX/Decision 30 and in accordance with the recommendations of the Headquarters Committee;
3. **Requests** the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
  - (1) outsourcing modalities for services implemented where relevant
  - (2) IT security policy, risk register, business continuity and disaster recovery plan developed for IT systems, services and infrastructure
  - (3) unified communications network with Voice over Internet Protocol (VOIP) technology developed encompassing both Headquarters and the Field Offices and multimedia capabilities integrated into electronic records management system
  - (4) organizational knowledge management supported by electronic records management
  - (5) "Greening" UNESCO supported and carbon footprint reduced
  - (6) conference, interpretation and translation services as well as document production and distribution services (including e-distribution) provided in a more coherent and timely manner
  - (7) charge back mechanisms further developed
  - (8) internal workflows improved through further implementation and development of DMS (Document Management System) and automatic text processing tools
  - (9) service level agreement established with at least three significant translation clients
  - (10) e-publications and e-distribution developed
  - (11) maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level; risks and negative effects of austerity minimized
  - (12) cost-sharing developed for optimal use of human and financial resources

- (13) safety and security measures assessed and updated to current situations
  - (14) facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations
  - (15) Capital Master Plan in Fontenoy and Miollis/Bonvin sites implemented within the limits of resources available
  - (16) procurement processes simplified and Long Term Agreements (LTAs) in place for most frequent and routine purchases at Headquarters
  - (17) technical skills improved Organization-wide to ensure procurement planning, strict application of governing rules and regulations, as well as to reduce the waivers of competition in decentralized procurement activities
  - (18) property management processes and procedures at Headquarters consistent with International Public Sector Accounting Standards (IPSAS)
3. **Also requests** the Director-General to report in her six-monthly statutory reports on the implementation of the programme adopted by the General Conference 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

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C/5

ADDENDUM

2012-2013

DRAFT  
PROGRAMME  
AND BUDGET

Volume 2

ALTERNATIVE BUDGET OPTION





United Nations  
Educational, Scientific and  
Cultural Organization

36 C/5

ADDENDUM

**DRAFT  
PROGRAMME  
AND BUDGET**

**2012-2013**

**Volume 2**

**ALTERNATIVE BUDGET OPTION**



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# 36 C/5 Add. – Volume 2 – Draft Programme and Budget

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**Note:** Draft document 36 C/5 Add. is composed of two volumes (Volume 1: Draft Resolutions and Volume 2: Draft Programme and Budget) as well as a separate document containing a Technical Note and Annexes. Volume 2 contains only the narrative parts which have been modified compared with Volume 2 of the Draft 36 C/5.

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# Introduction by the Director-General

I have the honour to present hereby to Member States the alternative option for the Draft Programme and Budget for 2012-2013 (36 C/5 Addendum) with a budget envelope of US \$653 million representing a zero nominal growth (ZNG) over the 35 C/5.

At its 186th session, the Executive Board requested me to submit such an option to the 187th session of the Board to enable comparison with the version of the draft programme and budget based on a zero real growth (ZRG) budget envelope, which I had submitted to the 186th session, taking into account discussions on this matter at the 186th session.

You will find the details of this alternative option in the addenda to the three parts of the Draft 36 C/5 (in burgundy color):

- Volume 1 Addendum contains all draft resolutions proposed for adoption by the General Conference at its 36th session, providing revised budget figures for each draft resolution in line with the ZNG budget envelope and introducing adaptations where necessary, such as in the titles of main lines of action (MLAs) and the formulation of expected results.
- Volume 2 Addendum contains for each part of the programme and budget an overview of the budgetary breakdown and allocations to MLAs, both globally and for each part, as well as the programmatic adjustments proposed to the strategies and objectives, main lines of action and expected results, performance indicators and benchmarks corresponding to the ZNG framework.
- The “Technical Note and Annexes” highlights the fact that the budgeting techniques applied are in accordance with 35 C/Resolution 105 of the General Conference and contains host of statistical tables with budgetary details for the ZNG option.

As was the case with the ZRG Draft 36 C/5, this ZNG option version is fully aligned with the broader strategic and global priorities and objectives set out in the Approved Medium-Term Strategy for 2008-2013 (34 C/4). In preparing the ZNG option in the Addendum to the Draft 36 C/5, I have closely followed the direction provided by Executive Board decision 186 EX/Decision 15 (the 36 C/6) and thus I have accordingly introduced some changes in the programmatic content of the Major Programmes.

I do not want to repeat the programmatic overview, which I had included in the introduction to the ZRG Draft 36 C/5, highlighting a number of challenges and opportunities. Both introductions now complement each other. The ZRG introduction offered a sketch of the range of strategic activities and initiatives, which the Organization has undertaken, and is currently engaged in – at Headquarters and across the world in all regions. There can be no doubt: UNESCO is needed now more than ever – to ensure education for all, to drive science, technology and innovation initiatives, to build inclusive knowledge societies, to preserve and encourage cultural diversity and to operationalise the link between culture and development, to promote sustainable development through the natural and social sciences, to support freedom of information and expression for all, giving the highest

priority to Africa and to gender equality. Together, and with the help of our many partners, we must pursue these noble goals and continue to ensure that UNESCO makes a difference at the global, regional and country levels. The ZNG option is likely to constrain the intensity of these UNESCO efforts.

In this alternative budget, I have made sure that Africa and Gender equality have retained their priority status across the Organization. I am also happy to note that I was able to increase the budgetary provisions for the Africa Department beyond the ZRG level. In the context of the restructuring of the Department, which I outlined to the Board last April, I have done this by increasing its staff complement.

Throughout the exercise of drawing up the details of the alternative budget envelope of US\$ 653 million, I have been guided by the spirit and letter of the decision adopted by the Board at its last session. As was the case for the ZRG Draft 36 C/5, I also applied a diversified and modulated approach in building the ZNG budget.

I have preserved the allocations for the Programme sectors at the reduced ZNG level, while programme-related and corporate services were reduced more, in some cases almost doubling the reduction amount. Thus, my principal attention was given to programmes. Yet it is clear that a reduction of the magnitude required by the ZNG level is bound to have an impact on the scope, depth and intensity of our Programme activities, including at the country level.

In determining the budget levels for the Sectors and other organizational units, I decided as a first step to absorb the recosting amounts which had been applied to the 35 C/5 budget levels in order to arrive at the ZRG option of the 36 C/5 (which were intended to compensate for statutory increases, inflation and other cost increases). The real reinforcement amounts granted to Major Programmes in the context of the ZRG Draft 36 C/5 were thus maintained also for the ZNG option.

The preparation of a ZNG budget option necessitated a sharper focusing of the programmatic activities. Thus you will find certain programmatic changes proposed for virtually all Programme Sectors, including adjustments in the titles of MLAs and reformulations as well as reductions in some expected results, performance indicators and benchmarks. Reduced benchmark levels in particular reflect the consequences of ZNG. Each Major Programme is preceded by a brief explanation as to which programmatic and staffing changes are being introduced in the alternative option. The adjustments required as a result of ZNG have in many cases led to a reduction in resources earmarked for activities, but have equally been attained through the abolition of certain posts.

Overall, it is noteworthy that the number of expected results was reduced for MP I, MP II, MP III and MP IV – in the process offering a clearer programmatic focus and results chain, as had been called for by the Board. The new ZNG option also reflects the changes in organizational structures on which I had consulted the Board last April.

In recent months, the need to empower youth as agents of change and active stakeholders in building peaceful, just, democratic, equitable and sustainable societies has become a new priority on the international agenda. Accordingly, I have sought in this alternative option, to include activities by all its Programme Sectors which UNESCO can undertake - with and for youth. The Youth Forum of the 36th session of the General Conference will thus be an important opportunity to reflect on the implications of these seminal developments for UNESCO and to chart constructive and effective action.

Responding to concerns by some delegations during the Board's 186th session about the ratio between programme and staff, I am now presenting in the new budget option a breakdown of staff into programme-related staff and administrative staff for each Major Programme. The true picture of UNESCO's commitment to programmes and the share of resources for programmatic activities, the provisions for activities and for programme-related staff can thus be fully appreciated. As the tables show, the overwhelming part of staff will be engaged in programme activities, reflecting what specialized agencies do best: policy advice and related capacity building as well as programmatic benchmarking and country-level initiatives to advance UN reform and "delivering as one".

Furthermore, I am presenting in Volume 2 Addendum the entire set of the six intersectoral platforms, with their compelling objectives, expected results and performance indicators in a detailed and clear manner, as the Board has requested at its last session. This includes above all the consolidated intersectoral programme of action for a culture of peace and non-violence, with a realistic number of targeted actions, to be implemented through the intersectoral platform on a culture of peace and non-violence. Nurturing the ability to build bridges between the various Programme sectors and disciplines to address complex challenges will remain a key feature of UNESCO's action and, undeniably, one of UNESCO's comparative advantages in the multilateral context.

However, in view of the constraints of ZNG and to preserve more of sectoral programme resources, I decided to propose a reduced allocation from 10 % under the ZRG option to now 8% of the programme resources of Major Programmes for the pool to finance the activities by the six intersectoral platforms, to be carried out by Headquarters and field units alike. Hence, the ZNG option will require that more extrabudgetary funds be raised for the intersectoral platforms. The Addendum also explains in more detail the proposed modalities of the functioning of the intersectoral platforms, highlighting the quality-driven and thus competitive nature of funding allocations which will be decided in a collegial manner by the Programme Management Committee (PMC) of my senior management team. The PMC will also be responsible for monitoring the implementation and results attainment of the intersectoral platforms throughout the biennium.

I am particularly satisfied that in the budget exercise I have succeeded in preserving more than US \$9 million for the financing of the field network reform, which will in the first phase now only be carried out in Africa. The amount set aside will go a long way towards securing the financial viability of this key initiative and will further benefit the Organization's Global Priority Africa. It is my intention to absorb within the ZNG budget any additional financial needs that may be required to realize the field network reform in Africa, for which I am submitting a separate document with detailed estimates to the Executive Board at its 187th session.

While I have done the utmost to preserve the Programme Sectors, I have also softened in the ZNG option the impact on the Participation Programme which will be reduced only by an amount commensurate with the overall percentage reduction from ZRG to ZNG levels. In addition, I have integrated in the draft resolution in Volume 1 Addendum the changes already proposed by consensus in the Executive Board decision (36 C/6). Nevertheless, we may have reached a point, where a more thorough reconsideration and review of the Participation Programme and its mechanisms would be appropriate, which would also be part of the overall reform process of the Organization. This could include a review of the focus and alignment with strategic programme objectives, selection criteria, evaluation processes, modalities, approval and payment processes. It might further also lead to a discussion about the group of beneficiaries of the Participation Programme, for example with the objective to concentrate much more support on African countries, LDCs, SIDS or the E-9 countries.

As an important part of the overall process, I have striven to provide for the most effective and rational use of financial resources, and to make further real savings on administrative costs, beyond those already included in the ZRG option of the draft 36 C/5. As I already pointed out in my introduction to the ZRG draft 36 C/5, I was able to keep the administrative parts at a lower level, also as a result of efficiency gains due to restructuring measures and merging of functions. This also holds true for the ZNG option but we must be careful of not stretching these cuts to a point where the delivery of vital administrative services will be impeded. Yet, I am determined to pursue judiciously the quest for continuous efficiency gains in all support functions.

Taking into account the discussions at the 186th session of the Executive Board, I have decided to apply a lapse factor of 5% to staff costs, raised from the previous level of 3% in the ZRG option. I also succeeded to integrate into the budget envelope the costs associated with the reform of the MBF contribution system in 2012-2013. Furthermore, the present programme and budget proposal is also introducing the new organizational nomenclature, which I had proposed to the Board at its last session, replacing the name of the Sector for Administration (ADM) with the new name of Sector for Support Services Management (SSM), which is more closely expressing the scope of its responsibilities.

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

UNESCO has also been very consistent in progressively developing its results-based management (RBM) approach over the past biennia. Both, the ZRG and ZNG Draft 36 C/5 are fully applying this approach consistently to all Programme and Support Sectors as well as the corporate services. The methodology includes a limited set of specific, measurable (to the extent possible), achievable (in a two-year span), relevant and time-bound expected results, complemented by performance indicators and benchmarks/targets at the MLA level, in line with UNESCO's "RBM Guiding Principles". It should be noted that the expected results given for the various MLAs in the Draft 36 C/5 reflect the aggregate impact of regular and extrabudgetary programme resources. As UNESCO moves from efficiency to effectiveness, we have to replace an approach heavily driven by inputs to an impact-focused programme. This will demand further methodological development, combined with efforts to introduce results-based budgeting beginning with the 37 C/5.

This will be the last C/5 document of the current Medium-Term Strategy (34 C/4). As such, the 36 C/5 has to achieve all medium-term goals and show strong signs of change for the next Mid-Term Strategy. I, for one, pledge to you to do my utmost to steer the Organization towards the fulfillment of our ambitious objectives, to do so with excellence, dedication and high quality of delivery, all while making the Organization more relevant, impactful and visible on the international scene. I count on the support of Member States in charting the right combination of strategic directions, creating the enabling environment for the Secretariat to perform, and providing the adequate level of resources for realizing our common objectives.

Let me recall what I said in my introduction to the ZRG Draft 36 C/5: We have made a new start. We are living through times of change – both inside our Organization and in the world at large. Of course, we have noted that the governing bodies of some UN agencies like ILO and UNIDO have recently voted a zero-real growth budget. But I am deeply sensitive to the difficult situation in which many countries find themselves. Change may leave us with little choice but to adapt and to innovate if



the ZNG option were to be chosen by Member States. In my view, this alternative option of the Draft 36 C/5 – despite the reductions and constraints outlined – will allow the Organization to deliver on its broad range of mandates, notwithstanding the inevitable reductions. It is my commitment to Member States that the Organization will continue to seek maximizing its impact at all levels, while concentrating on the most relevant activities.

UNESCO is increasingly at the forefront of multilateral action. The ZNG Draft 36 C/5 must allow us enable us to continue implementing the lead role in a number of areas where you have mandated that we bring to bear our skills and competencies more assertively and with more concrete results leading to greater impact. We will in particular continue to assist Member States in their efforts to achieve the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs), while also preparing the ground for our action beyond 2015, the date for the attainment of those goals. The six Education for All goals will be in the forefront of our efforts in that regard.

The recognition accorded to UNESCO and its leadership role in education by the 2011 Annual Ministerial Review of ECOSOC to UNESCO is most gratifying indeed and a testimony to the impact and potential in this field, often labeled the priority of the priorities of our Organization. Such recognition also has been expressed by Member States for the fields of oceans and freshwater, where UNESCO is called to contribute to the preparations of the United Nations Conference on Sustainable Development (Rio+20), scheduled for June 2012. I also wish to add that UNESCO was exceedingly proactive at the Fourth UN Conference on Least Developed Countries, held earlier this year in Istanbul. The outcome of the Conference has integrated a good deal of UNESCO initiatives and proposals and obliges us to engage in practical and tangible follow-up over the next years.

UNESCO has always had a profoundly humanist agenda. It has taken “development” to mean the holistic development of the intellectual, social and cultural fabric of societies, in addition to material well-being. Today, with the financial and economic crises and with global challenges such as climate change, it has become more evident that only a holistic approach can bring about truly sustainable development – and hence my call for a “new humanism”, a genuinely people-centered development paradigm. Beyond, I am firmly committed to taking new paths towards peace and reconciliation in the 21st century.

UNESCO must have secure and predictable funding at reasonable levels to continue performing its critical functions, which involve several unique lead roles in the UN system and beyond. I hope that if Member States were to prefer this alternative option for the Draft 36 C/5 we will be able to secure consensus about the budget envelope for the next biennium. Consensus has been a hallmark of UNESCO’s action in past years and given its strength and credibility. I sincerely hope that Member States will again be able to live up to this unique feature of international cooperation and interaction.



Paris, July 2011

Irina Bokova

# **Draft Programme and Budget**



# Summary by Sector/Unit of regular programme and extrabudgetary resources

	Regular Budget		Total 36 C/5 alternative ZNG scenario	Extrabudgetary resources <sup>(1)</sup>
	Activities	Staff		
	\$	\$	\$	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>				
A. Governing bodies	10 745 500	2 490 100	13 235 600	-
B. Direction	1 796 300	18 693 900	20 490 200	2 471 800
C. Participation in the Joint Machinery of the United Nations System	12 037 500	-	12 037 500	-
<b>TOTAL, PART I</b>	<b>24 579 300</b>	<b>21 184 000</b>	<b>45 763 300</b>	<b>2 471 800</b>
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>				
<b>A. Programmes</b>				
Education Sector (ED)	51 136 000	63 485 300	114 621 300	117 548 500
Natural Sciences Sector (SC)	18 105 200	40 639 300	58 744 500	204 154 900
<i>(of which IOC)</i>	3 439 400	6 966 000	10 405 400	13 985 700
Social and Human Sciences Sector (SHS)	8 674 100	20 556 600	29 230 700	71 906 900
Culture Sector (CLT)	15 708 400	36 504 800	52 213 200	42 581 000
<i>(of which WHC)</i>	4 260 800	8 576 600	12 837 400	14 230 100
Communication and Information Sector (CI)	11 457 400	20 532 500	31 989 900	74 988 200
UNESCO Institute for Statistics (UIS)	9 128 600	-	9 128 600	-
Intersectoral Platforms	7 123 700	-	7 123 700	-
Field office implementation of decentralized programmes (BFC)	20 465 200	59 398 900	79 864 100	1 776 200
Supplementary funding for the Field Network Reform	2 465 000	6 535 000	9 000 000	-
<b>Total, II.A</b>	<b>144 263 600</b>	<b>247 652 400</b>	<b>391 916 000</b>	<b>512 955 700</b>
<b>B. Programme-related services</b>				
1. Coordination and monitoring of action to benefit Africa (AFR)	1 437 100	4 344 500	5 781 600	-
2. Coordination and monitoring of action to benefit Gender Equality (GE)	434 600	1 740 500	2 175 100	-
3. Strategic planning, programme monitoring and budget preparation (BSP)	1 430 300	7 710 500	9 140 800	6 235 700
4. Organization-wide knowledge management	1 993 700	3 076 200	5 069 900	2 040 800
5. External relations and public information (ERI)	3 184 700	24 515 100	27 699 800	1 483 900
<b>Total, II.B</b>	<b>8 480 400</b>	<b>41 386 800</b>	<b>49 867 200</b>	<b>9 760 400</b>
<b>C. Participation Programme and Fellowships</b>				
1. Participation Programme (PP)	17 970 900	1 112 500	19 083 400	-
2. Fellowships Programme (FEL)	1 050 000	593 800	1 643 800	1 566 500
<b>Total, II.C</b>	<b>19 020 900</b>	<b>1 706 300</b>	<b>20 727 200</b>	<b>1 566 500</b>
<b>TOTAL, PART II</b>	<b>171 764 900</b>	<b>290 745 500</b>	<b>462 510 400</b>	<b>524 282 600</b>
<b>PART III – CORPORATE SERVICES</b>				
A. Human resources management (HRM)	18 073 900	16 561 600	34 635 500	443 000
B. Financial management (BFM)	1 138 500	12 330 100	13 468 600	2 923 400
C. Support services management (SSM)	18 331 400	54 000 300	72 331 700	10 723 300
<b>TOTAL, PART III</b>	<b>37 543 800</b>	<b>82 892 000</b>	<b>120 435 800</b>	<b>14 089 700</b>
<b>TOTAL, PARTS I-III</b>	<b>233 888 000</b>	<b>394 821 500</b>	<b>628 709 500</b>	<b>540 844 100</b>
Reserve for reclassifications / merit recognition	-	1 300 000	1 300 000	-
<b>PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>	<b>14 014 000</b>	<b>-</b>	<b>14 014 000</b>	<b>-</b>
<b>PART V – ANTICIPATED COST INCREASES</b>	<b>670 000</b>	<b>8 306 500</b>	<b>8 976 500</b>	<b>-</b>
<b>TOTAL, PARTS I-V</b>	<b>248 572 000</b>	<b>404 428 000</b>	<b>653 000 000</b>	<b>540 844 100</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

For details of the structural changes made to the budget presentation and the comparative transfers effected in the 36 C/5, please refer to the "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)" under Technical Note and Annexes.

# Part I – General Policy and Direction

## Part I – 1

Regular Budget								
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Technical adjustments	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	\$	\$	\$	\$	\$	\$	\$	\$
<b>A. Governing Bodies</b>								
Activities	10 570 800	-	<b>10 570 800</b>	329 500	(154 800)	-	<b>10 745 500</b>	-
Staff	2 734 600	-	<b>2 734 600</b>	105 600	(297 800)	(52 300)	<b>2 490 100</b>	-
<b>Total, Part.IA</b>	<b>13 305 400</b>	-	<b>13 305 400</b>	<b>435 100</b>	<b>(452 600)</b>	<b>(52 300)</b>	<b>13 235 600</b>	-
<b>B. Direction</b>								
<b>Chapter 1 Directorate</b>								
Activities	444 600	-	<b>444 600</b>	13 900	(27 500)	-	<b>431 000</b>	-
Staff	2 853 800	(293 000)	<b>2 560 800</b>	149 400	(55 300)	(54 700)	<b>2 600 200</b>	700 000
<b>Chapter 2 Executive Office of the Director-General</b>								
Activities	414 600	-	<b>414 600</b>	12 900	9 000	-	<b>436 500</b>	-
Staff	5 995 900	970 200	<b>6 966 100</b>	310 800	(781 800)	(133 800)	<b>6 361 300</b>	1 035 800
<b>Chapter 3 Internal Oversight</b>								
Activities	1 033 800	-	<b>1 033 800</b>	32 200	(344 200)	-	<b>721 800</b>	7 400
Staff	5 039 300	-	<b>5 039 300</b>	255 000	-	(109 200)	<b>5 185 100</b>	728 600
<b>Chapter 4 International Standard and Legal Affairs</b>								
Activities	135 700	-	<b>135 700</b>	4 200	(37 000)	-	<b>102 900</b>	-
Staff	3 719 100	-	<b>3 719 100</b>	197 300	(22 300)	(80 300)	<b>3 813 800</b>	-
<b>Chapter 5 Ethics Office</b>								
Activities	147 000	-	<b>147 000</b>	4 600	(47 500)	-	<b>104 100</b>	-
Staff	572 300	135 800	<b>708 100</b>	40 800	-	(15 400)	<b>733 500</b>	-
<b>Total, Part I.B</b>	<b>20 356 100</b>	<b>813 000</b>	<b>21 169 100</b>	<b>1 021 100</b>	<b>(1 306 600)</b>	<b>(393 400)</b>	<b>20 490 200</b>	<b>2 471 800</b>
<b>C. Participation in the Joint Machinery of the United Nations system (Activities)</b>	<b>10 965 200</b>	-	<b>10 965 200</b>	<b>2 392 100</b>	<b>(1 319 800)</b>	-	<b>12 037 500</b>	-
<b>Total, Activities</b>	<b>23 711 700</b>	-	<b>23 711 700</b>	<b>2 789 400</b>	<b>(1 921 800)</b>	-	<b>24 579 300</b>	7 400
<b>Total, Staff</b>	<b>20 915 000</b>	<b>813 000</b>	<b>21 728 000</b>	<b>1 058 900</b>	<b>(1 157 200)</b>	<b>(445 700)</b>	<b>21 184 000</b>	<b>2 464 400</b>
<b>Total, Part I</b>	<b>44 626 700</b>	<b>813 000</b>	<b>45 439 700</b>	<b>3 848 300</b>	<b>(3 079 000)</b>	<b>(445 700)</b>	<b>45 763 300</b>	<b>2 471 800</b>

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

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

## Part 1 – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE										
General policy and Direction	35 C/5 Approved as adjusted					36 C/5 alternative ZNG scenario				
	DG	DDG	ADG/D/P/NPO	GS/L	Total	DG	DDG	ADG/D/P/NPO	GS/L	Total
<b>Governing Bodies</b>										
Regular Budget Headquarters	-	-	7	5	12	-	-	4	7	11
<b>Direction</b>										
Regular Budget Headquarters	1	1	52	26	80	1	1	50	24	76
Other funding sources	-	-	5	-	5	-	-	7	-	7
<b>TOTAL Part I</b>										
<b>Total, Regular Budget Headquarters</b>	<b>1</b>	<b>1</b>	<b>59</b>	<b>31</b>	<b>92</b>	<b>1</b>	<b>1</b>	<b>54</b>	<b>31</b>	<b>87</b>
Total, Other funding sources	-	-	5	-	5	-	-	7	-	7
<b>GRAND TOTAL</b>	<b>1</b>	<b>1</b>	<b>64</b>	<b>31</b>	<b>97</b>	<b>1</b>	<b>1</b>	<b>61</b>	<b>31</b>	<b>94</b>

Other funding sources: includes posts financed from Programme Support Costs income and/or other Self-Financing Funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$
<b>A. Governing Bodies</b>				
I. Staff (established posts)		2 490 100	2 490 100	-
II. Other costs:				-
<b>General Conference</b>				
External Audit Fees	434 000		434 000	
Participants (delegates) travel	80 000		80 000	
Interpretation, translation and documentation services	3 719 300		3 719 300	
Other costs relating to the functioning of the Conference	158 000		158 000	
<b>Activity subtotal, General Conference</b>	<b>4 391 300</b>		<b>4 391 300</b>	
<b>Executive Board</b>				
Travel and subsistence allowance for Members of the Board	1 839 000		1 839 000	
Interpretation, translation and documentation services	3 827 000		3 827 000	
Other costs relating to the functioning of the Board	688 200		688 200	
<b>Activity subtotal, Executive Board</b>	<b>6 354 200</b>		<b>6 354 200</b>	
<b>Total, Part I.A</b>	<b>10 745 500</b>	<b>2 490 100</b>	<b>13 235 600</b>	<b>-</b>
<b>B. Direction</b>				
<b>Chapter 1 Directorate</b>				
I. Staff (established posts)		2 600 200	2 600 200	700 000
II. Other costs:				-
Temporary assistance	10 000		10 000	
Overtime	25 000		25 000	
Staff travel on official business	100 000		100 000	
Contractual services	55 000		55 000	
General operating expenses	149 000		149 000	
Supplies and material	40 000		40 000	
Furniture and Equipment	52 000		52 000	
<b>Total, Chapter 1</b>	<b>431 000</b>	<b>2 600 200</b>	<b>3 031 200</b>	<b>700 000</b>
<b>Chapter 2 Executive Office of the Director-General</b>				
I. Staff (established posts)		6 361 300	6 361 300	1 035 800
II. Other costs:				-
Temporary assistance	44 500		44 500	
Overtime	9 000		9 000	
Participants (delegates) travel	-		-	
Staff travel on official business	80 000		80 000	
Contractual services	60 000		60 000	

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Items of Expenditure	Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$
General operating expenses	154 800		154 800	
Supplies and material	43 000		43 000	
Furniture and Equipment	45 200		45 200	
<b>Total, Chapter 2</b>	<b>436 500</b>	<b>6 361 300</b>	<b>6 797 800</b>	<b>1 035 800</b>
<b>Chapter 3 Internal Oversight</b>				
I. Staff (established posts)		5 185 100	5 185 100	728 600
II. Other costs:				7 400
Temporary assistance	–		–	
Participants (delegates) travel	30 000		30 000	
Staff travel on official business	311 000		311 000	
Contractual services	311 500		311 500	
General operating expenses	39 600		39 600	
Supplies and material	16 700		16 700	
Furniture and Equipment	13 000		13 000	
<b>Total, Chapter 3</b>	<b>721 800</b>	<b>5 185 100</b>	<b>5 906 900</b>	<b>736 000</b>
<b>Chapter 4 International Standard and Legal Affairs</b>				
I. Staff (established posts)		3 813 800	3 813 800	–
II. Other costs:				–
Temporary assistance	25 000		25 000	
Staff travel on official business	24 000		24 000	
Contractual services	4 900		4 900	
General operating expenses	30 000		30 000	
Supplies and material	14 000		14 000	
Furniture and Equipment	5 000		5 000	
<b>Total, Chapter 4</b>	<b>102 900</b>	<b>3 813 800</b>	<b>3 916 700</b>	<b>–</b>
<b>Chapter 5 Ethics Office</b>				
I. Staff (established posts)		733 500	733 500	–
II. Other costs:				–
Temporary assistance	27 600		27 600	
Overtime	1 000		1 000	
Staff travel on official business	18 000		18 000	
Contractual services	38 400		38 400	
General operating expenses	10 700		10 700	
Supplies and material	3 000		3 000	
Furniture and Equipment	5 400		5 400	
<b>Total, Chapter 5</b>	<b>104 100</b>	<b>733 500</b>	<b>837 600</b>	<b>–</b>
<b>Total, Part I.B</b>	<b>1 796 300</b>	<b>18 693 900</b>	<b>20 490 200</b>	<b>2 471 800</b>
<b>C. Participation in the Joint Machinery of the United Nations System</b>				
1. International Civil Service Commission	680 000		680 000	
2. UN CARES and UN 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	2 427 600		2 427 600	
7. Security requirements of staff members in the field	7 540 000		7 540 000	
8. Administrative Tribunal of the International Labour Organization	230 000		230 000	
9. Malicious Acts Insurance Policy	240 000		240 000	
<b>Total, Part I.C</b>	<b>12 037 500</b>	<b>–</b>	<b>12 037 500</b>	<b>–</b>
<b>Total, Part I</b>	<b>24 579 300</b>	<b>21 184 000</b>	<b>45 763 300</b>	<b>2 471 800</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.



The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## I.A – Governing bodies

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

**00102** The General Conference meets in ordinary session once every two years. The 37th session will be held in October-November 2013 and will not last more than 14 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.

**00105** During the 2012-2013 biennium, the 58 Members of the Executive Board will meet twice in 2012 and three times in 2013, including a 1 day session after the 37th session of the General Conference. The meetings of the Executive Board (Bureau, plenaries, commissions and committees) are planned to last no more than 60 days (a reduction of 10 days in all over the aggregate length in the previous biennium). The information meetings between representatives of the States Members of the Board (or their alternates) resident in Paris and the Director-General will be maintained. There will be one thematic debate in the biennium.

### **00106** Expected results at the end of the biennium:

#### **Cost effectiveness of the Governing Bodies improved**

##### *Performance indicators*

- Budget expenditures contained and outstanding running deficit absorbed
- Costs previously under Part III (SSM/CLD) amounting to some \$200,000, for temporary assistance relating to translation, absorbed (for the EXB).
- New more cost-efficient methodologies for record-keeping explored
- Further progress achieved toward reducing paper consumption in Governing Body meetings
- Further changes in working methods explored in consultation with Member States in the context of the follow-up to the Independent External Evaluation

#### **Services to Members States optimized**

##### *Performance indicators*

- Documentation volume reduced by 10% (for the General Conference) and 15% (for the Executive Board)
- Further progress achieved in organizational efficiencies through tight agenda-building and time planning

## I.B – Direction

*There are no changes in the narrative of Volume 2 for the following chapters of Part I.B:*

*Chapter 1 – Directorate*

*Chapter 2 – Executive Office of the Director-General*

*Chapter 3 – Internal Oversight*

*Chapter 4 – International Standards and Legal Affairs*

## Chapter 5 – Ethics Office

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

**00604**

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

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**Financial disclosure policy and conflict of interest rules implemented and disseminated**

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

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

UNESCO contributes to the running costs of the United Nations system in accordance with agreements that specify the relevant financial and budgetary arrangements. The budget provision of \$12,037,500 included under Part I.C represents an estimated amount. The actual amount of the various UNESCO contributions will only be known when the relevant bodies will have approved their budgets and request payment from the participating United Nations system agencies. Different sectors within the UNESCO Secretariat are responsible for various elements of the JUNM, whose provisional budget is broken down as follows:

### **Under the responsibility of HRM:**

- International Civil Service Commission (ICSC): \$680,000
- UN CARES and UN Dual Career and Staff Mobility Programme
  - UN CARES: \$100,900
  - UN Dual Career and Staff Mobility Programme: \$20,000
- The Human Resources Management Network of the United Nations System High-Level Committee on Management: \$160,000
- Administrative Tribunal of the International Labour Organization: \$230,000

**Under the responsibility of BFC:**

- Statutory contribution of the UN Department of Safety and Security: \$2,427,600
- Security requirements of staff members in the field: \$7,540,000
- Malicious Acts Insurance Policy: \$240,000

**Under the responsibility of BFM:**

- The Finance and Budget Network of the United Nations System High-Level Committee on Management: \$75,000

**Under the responsibility of BSP:**

- United Nations System High-Level Committee on Programmes: \$44,000

**Under the responsibility of IOS:**

- United Nations Joint Inspection Unit: \$450,000

**Under the responsibility of ADM:**

- ICT Coordination activities of the United Nations System High-Level Committee on Management: \$70,000

# Part II – Programmes and Programme-Related Services

## II.A – Programmes

*There are no changes in the narrative of Volume 2 for:*

*UNESCO Institute for Statistics (UIS)*

*Field Office implementation of decentralized programmes*



**MP I**

**Education**

# Major Programme I

## ED 1

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

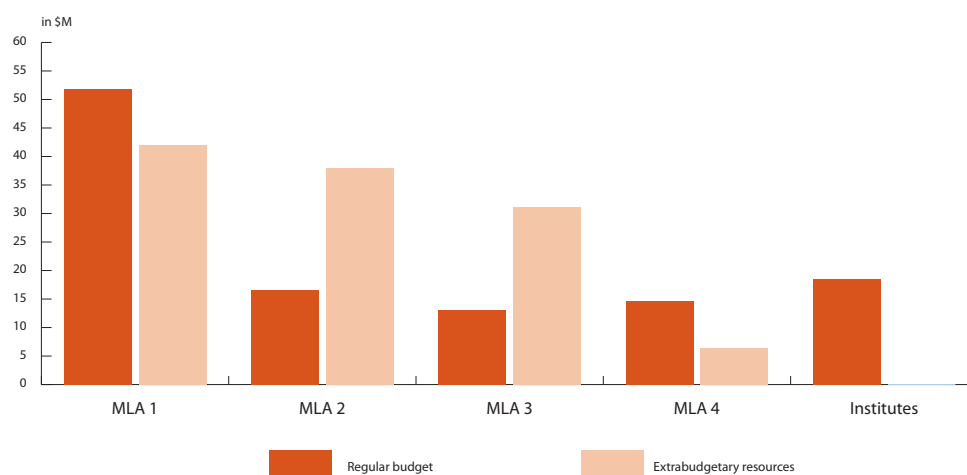
Regular Budget									
Activities/ Staff	35 C/5 Approved	Comparative Transfers In/(Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Activities	56 175 700	-	56 175 700	1 666 900	(3 869 000)	-	53 973 600	(2 837 600)	51 136 000
Staff	62 360 000	(234 700)	62 125 300	2 870 400	(175 300)	(1 335 100)	63 485 300	-	63 485 300
<b>Total, Major Programme I</b>	<b>118 535 700</b>	<b>(234 700)</b>	<b>118 301 000</b>	<b>4 537 300</b>	<b>(4 044 300)</b>	<b>(1 335 100)</b>	<b>117 458 900</b>	<b>(2 837 600)</b>	<b>114 621 300</b>

Main Line of Action	Regular Budget			TOTAL 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff			
		Programme related staff	Administrative Support		
	\$	\$	\$	\$	\$
MLA 1 Accelerating progress towards EFA, in particular at the country level	18 770 900	31 477 100	1 510 900	51 758 900	41 993 400
MLA 2 Building quality inclusive education systems	5 638 900	10 535 400	423 700	16 598 000	37 967 900
MLA 3 Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	3 889 800	8 867 700	393 200	13 150 700	31 138 800
MLA 4 Reinforcing leadership for EFA through advocacy, partnerships and monitoring	4 336 400	9 361 800	915 500	14 613 700	6 448 400
<b>UNESCO Education Institutes<sup>(2)</sup></b>					
UNESCO International Bureau of Education (IBE)	5 000 000	-	-	5 000 000	-
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)	1 000 000	-	-	1 000 000	-
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)	2 200 000	-	-	2 200 000	-
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) <sup>(3)</sup>	500 000	-	-	500 000	-
Total, UNESCO Education Institutes	18 500 000	-	-	18 500 000	-
<b>Total, Major Programme I</b>	<b>51 136 000</b>	<b>60 242 000</b>	<b>3 243 300</b>	<b>114 621 300</b>	<b>117 548 500</b>

- (1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost (PSC) income.
- (2) The amounts for Education Institutes represent the financial allocations from the regular budget and might be subsequently used for financing activities and/or staff. The Institutes may also receive directly other extrabudgetary funds which are not included in this table.
- (3) In anticipation of the formal establishment of the MGIEP and in keeping with the spirit of 35 C/Resolution 16, Major Programme I includes the provision of \$500,000 for MGIEP within its total activity cost budget.

## Distribution of resources

### Total resources (staff and activities)





## Decentralization of budget and established posts by implementing region

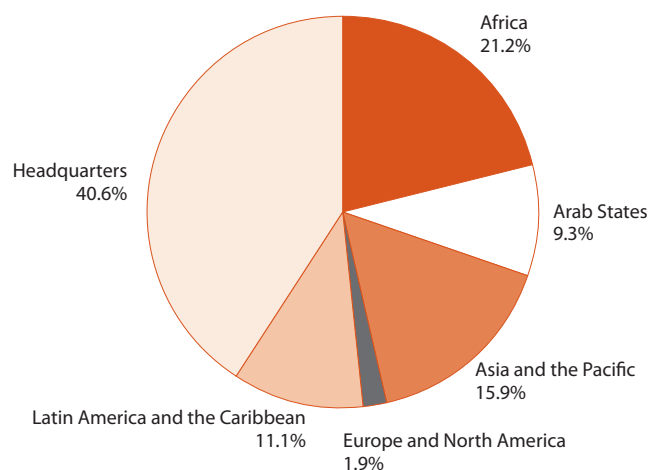
Implementing Region / Headquarters	36 C/5 alternative ZNG scenario						
	Activities		Staff			Total	
	\$	Weight	\$	Weight	Posts <sup>(2)</sup>	\$	Weight
Africa (including IICBA)	11 000 000	29.1%	10 457 300	16.5%	41	21 457 300	21.2%
Arab States	2 700 000	7.1%	6 688 300	10.5%	24	9 388 300	9.3%
Asia and the Pacific (including MGIEP)	6 800 000	18.0%	9 348 500	14.7%	34	16 148 500	15.9%
Europe and North America	300 000	0.8%	1 592 300	2.5%	5	1 892 300	1.9%
Latin America and the Caribbean (including IESALC)	5 500 000	14.5%	5 768 800	9.1%	23	11 268 800	11.1%
<b>Total, Field</b>	<b>26 300 000</b>	<b>69.5%</b>	<b>33 855 200</b>	<b>53.3%</b>	<b>127</b>	<b>60 155 200</b>	<b>59.4%</b>
<b>Headquarters</b>	<b>11 536 000</b>	<b>30.5%</b>	<b>29 630 100</b>	<b>46.7%</b>	<b>127</b>	<b>41 166 100</b>	<b>40.6%</b>
<b>Subtotal</b>	<b>37 836 000</b>	<b>100.0%</b>	<b>63 485 300</b>	<b>100.0%</b>	<b>254</b>	<b>101 321 300</b>	<b>100.0%</b>
Global Institutes (IBE, IIEP, UIL and IITE) <sup>(1)</sup>	13 300 000	N/A	-	N/A	-	13 300 000	N/A
<b>TOTAL (Headquarters + Field + Institutes)</b>	<b>51 136 000</b>	<b>100.0%</b>	<b>63 485 300</b>	<b>100.0%</b>	<b>254</b>	<b>114 621 300</b>	<b>100.0%</b>

(1) As the allocations for these institutes have a global reach and their distribution by region is not yet available, they are not included in the decentralization rate.

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

## Distribution of resources by Region and Headquarters

## Regular budget\*



\* Excluding global institutes

## Sector's contribution to Global Priorities

	Indicative resources <sup>(1)</sup>	% of total activity budget
	\$	%
Global Priority Africa	8 500 000	26.0%
Global Priority Gender Equality	7 830 700	24.0%

(1) Indication of the resources to be provided by the Education Institutes for the two priorities was not available at the time of publication of this document. Calculation of the weight percentage of the priorities for Education therefore excludes the financial allocation to the Institutes.

## General comments

In the 36 C/5 ZRG version, the Education Sector's overall budget envelope was \$120.3M. However in the alternative ZNG scenario, where significant cuts had to be made throughout the Organization, the sector's envelope was reduced by \$5.7M to \$114.6M.

The Education Sector has reserved 8% of its activity budget (excluding institutes) to support activities under the intersectoral platforms (IPs). It is therefore expected that thematic areas directly covered by the IPs, such as education and HIV and AIDS, support to countries in post-conflict and post-disaster situations, promotion of a culture of peace and non-violence as well as climate change education, will be financially reinforced through funding reserved for IPs.

Within the overall sectoral priorities, 53.8% of the regular budget (excluding education institutes) will be allocated to MLA 1. With regards to the institutes, the Sector proposes to strengthen them as is shown by their share of the activities budget which rises from 31.2% in the 35 C/5 to 36.2% in the 36 C/5 alternative ZNG scenario.

The above pie chart shows the decentralization situation of the total budget of the Sector (excluding global institutes). However if focus is placed on the activity budget only, the rate of decentralization (excluding the four global institutes) stands at 69.5%. Priority remains placed on Africa as the main decentralized region with a rate of 29.1%, followed by Asia and the Pacific with 18.0%, Latin America and the Caribbean with 14.5%, Arab States with 7.1% and Europe and North America with 0.8%.

Overall, Major Programme I benefits from 254 established posts funded from the regular budget and 3 posts funded from PSC income.

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

# Major Programme I

## Education

### Introduction

This draft programme for Major Programme I is based on an overall budget of US \$114.6 million, which reflects a reduction of US \$5.7 million from the zero real growth budget scenario (ZRG). The strategies and expected results originally conceived for Major Programme I under the ZRG budget scenario have been revised and adjusted, also in line with 186 EX/Decision 15. The following key principles have guided the present revision:

**Focusing further the programme and ensuring efficient implementation.** The strategies of MLA have been revised and the number of expected results reduced from 14 to 12 in order to enable a more comprehensive and integrated approach to UNESCO's work, especially in the areas of basic education and monitoring of education. This has been achieved by:

- (i) formulating, in place of the two expected results on early childhood care and education (ECCE) and on primary and secondary education, a single expected result on 'quality basic education'. Work under this result will span the different education levels from ECCE to secondary education and will focus on the development of a comprehensive framework for quality;
- (ii) integrating the work on the promotion and monitoring of the right to education as an important part of the support to sector-wide policy formulation, thus reinforcing the links between normative instruments in education and their translation into national legislative and policy frameworks;
- (iii) integrating the work related to the preparation, publication and dissemination of the EFA Global Monitoring Report (GMR) in order to strengthen the evidence basis of the EFA coordination, advocacy and partnership processes;
- (iv) reserving funds to ensure effective delivery on the global commitments that are at the core of UNESCO's Education programme, such as the 49th session of the International Conference on Education (ICE); the Third International Congress on Technical and Vocational Education and Training; the preparation of a major world report on education; and the recently launched Global Partnership on Girls' and Women's Education "Better Life, Better Future».

**Strengthening the UNESCO category 1 Institutes in education guided by the most urgent needs.** The total allocation to the UNESCO category 1 Institutes in education is proposed to reach US \$18.5 million under the ZNG, compared to US \$18.9 million

under the ZRG. This would still constitute an increase of US \$1 million over the level of support in the 35 C/5, benefiting only the following institutes:

- IBE: an additional US \$200,000, mainly to cover principally the organization of the 2013 ICE;
- IITE: an additional US \$100,000 to enable its transformation into an operational international institute in the field of ICTs in education;
- IESALC: an additional US \$200,000, as requested by Member States in 35 C/Resolution 9; and
- The sum of US \$500,000 is reserved for the new MGIEP in India.

**Decentralization.** Regular programme support to Africa and the Arab States region has been slightly decreased. However, this has been largely compensated by various extrabudgetary resources. For Africa, extrabudgetary funding have been generated as part of the new Global Partnership on Girls' and Women's Education, which include some US \$4 million to date, as well as from the Capacity Development for EFA (CapEFA) programme, which will provide some US \$9 million. Extrabudgetary resources for the Arab States have also been mobilized, including through the CapEFA programme.

**Reduction in staff costs.** Four General Services posts will be abolished during the next biennium following retirement of incumbent staff; and two Chief of Unit posts within the Executive Office will be downgraded from P-5 to P-4. Further adjustments in the structure of the Education Sector at Headquarters are foreseen to allow a more balanced programme/administrative ratio, mainly through the transfer of posts; in particular three P5 posts will be transferred from the Executive Office.

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## Main line of action 1: Accelerating progress towards EFA, in particular at the country level

### Sector-wide policy formulation and planning

01024

*A new subparagraph is added at the end to read as follows:*

- (f) Within UNESCO's normative mandate and with a view to assisting Member States in strengthening the foundations of the right to education in national legal systems, the Organization will continue to reinforce the links between normative instruments in education and their translation into national legislation and practice, contributing to EFA. In close cooperation with other UN agencies and the UN treaty bodies, including with the UN Special Rapporteur on the Right to Education, UNESCO will concentrate its work around support for policy developments towards the enforcement of the right to education including technical assistance for translating international obligations into national legislation and monitoring of the implementation of UNESCO normative instruments. The Organization will report on the implementation of six of these instruments during 2012-2013.

#### **Expected result 1: National capacities strengthened for policy formulation and planning focusing on promoting the right to quality education and gender equality, and drawing on information and communication technologies**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of countries supported in education policy, planning and management</li> </ul>	– 15 Member States
<ul style="list-style-type: none"> <li>■ Number of countries supported in the implementation of innovative programmes in ICTs in education</li> </ul>	– 5 Member States
<ul style="list-style-type: none"> <li>■ Number of thematic studies or policy guidelines produced including on quality, gender issues or ICTs in education</li> </ul>	– 5 thematic studies or policy guidelines
<ul style="list-style-type: none"> <li>■ Number of conflict- and disaster-affected countries supported in disaster risk education, needs assessment and planning for reconstruction and related capacity development</li> </ul>	– 10 Member States
<ul style="list-style-type: none"> <li>■ Number of countries where the legal framework on the right to education has been reported on</li> </ul>	– 50 countries

## Literacy and non-formal education in a lifelong learning perspective

**01026** Urgent action must be taken to bring literacy competencies to the obstinately high number of adults who continue to lack them – some 796 million.<sup>1</sup> Diverse sources have persistently underscored the reality that EFA goal 4 on youth and adult literacy will not be reached without drastic scaling-up of efforts. Yet literacy remains extremely low on the broader development agenda. Illiteracy is a particularly alarming problem among adolescent girls and women, and raising literacy levels in these groups is therefore a key means of increasing gender equity and equality in education and, more generally, in society as a whole. Moreover, the non-formal pathway will be enhanced to provide basic education opportunities to out-of-school children – 67.4 million of primary school age and 74 million children of lower secondary school age.

**01027** UNESCO's actions in this area will be carried out within the framework of the United Nations Literacy Decade (UNLD, 2003-2012) and the Organization's Literacy Initiative for Empowerment (LIFE). In order to mobilize Member States and other partners to achieve the goals of these initiatives and EFA goal 4, UNESCO's action will focus on advocacy; capacity development; and supporting Member States to scale up effective literacy programmes:

- (a) **Advocate for the mainstreaming of literacy into sector and national development reform agenda:** The persistent neglect of literacy in national and sectoral development agendas stems from its omission at critical points including sector analyses and the use of analytical knowledge to develop sector policy, strategic, programmatic and financing frameworks, and the linking of sector reforms to national reform agendas. UNESCO will advocate for the mainstreaming of youth and adult literacy at these critical points. It will also apply the criteria of effective practice, established in the previous biennium, to call for high-quality and integrated literacy programming. Advocacy will also focus on increasing financing for literacy, drawing on evidence of the costs of illiteracy and the benchmark of 6% of the GNP for education with increased budgets for adult literacy and education called for by the Belém Framework for Action. The mobilization of private sector support for literacy will continue to be strengthened. The Platform for Effective Practices in literacy, the International Literacy Prizes and International Literacy Day will continue to provide key opportunities for increased global advocacy and visibility for literacy;
- (b) **Strengthening Member States' capacity to develop and implement effective literacy policies, strategies and programmes.** In line with the International Strategic Framework for Action of the UNLD, UNESCO will intensify its support to capacity development to enable Member States to design and implement gender-sensitive and development-responsive literacy policies, strategies and programmes. Specific measures will include working with Member States' professional teams to develop their skills; training policy makers, managers and practitioners; sharing of best practices compiled and accrued from established strategic partnership such as the E-9, UNESCO Chairs and the Knowledge and Innovations Network for Literacy; and
- (c) **Scaling up effective national literacy programmes.** UNESCO will strengthen its support to Member States to scale up their literacy programmes, drawing on established principles of effective practices and on country-level knowledge. It will do so by initiating dialogue with and among Member States and through analyzing the contextual factors, identifying constraints and opportunities for increasing access to and relevance of literacy. For youth and adults, a comprehensive, integrated and contextually responsive programming approach will be adopted

<sup>1</sup> Data from 2011 *Education for All Global Monitoring Report*



to include not only basic literacy skills but also life-skills and vocational skills. For out-of-school children, focused attention will be given to establishing formal education equivalencies that allow for re-entry opportunities and that make non-formal delivery modes a real pathway for attaining basic education, including through information and communication technologies (ICTs), such as mobile phone technology for post-literacy programmes. Priority will be accorded to Africa, E-9, LIFE and UNESCO target countries.

**01028**

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

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

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

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

### Expected result 4: Capacities in Member States strengthened and comprehensive and evidence-based policies for technical and vocational training (TVET) developed, and assistance provided for their implementation

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

### Main line of action 2: Building quality inclusive education systems

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

**01035** Capitalizing on this system-wide approach, UNESCO will support Member States to develop effective and inclusive education systems throughout life, with strengthened attention to higher education. In this regard, and in line with the outcome document of the United Nations High-Level Plenary Meeting of the General Assembly on the Millennium Development Goals, it will place particular focus on ensuring quality and promoting smooth progression through the different stages of education and training, while facilitating flexible learning pathways and innovative means of education provision. Equitable access to all levels of education will be promoted, with particular attention being paid to improving the quality and equality of the opportunities available to girls and women.

### Quality basic education (from ECCE to secondary education)

**01036** In spite of progress in expanding access during the EFA decades, a significant number of children and youth still do not have access to quality education. According to the 2011 EFA Global Monitoring Report, only 44% of the world's children have access to pre-primary and even fewer have holistic early childhood care and education (ECCE). Sixty-seven million children of primary school age are still out

of primary school and 73 million adolescents of lower-secondary school age, of who more than half are girls.<sup>2</sup> Ensuring equal access to education opportunities therefore remains a challenge.

**01037** A related and increasingly stubborn challenge is that a high proportion of learners who enrol in some form of education do not acquire the skills, competencies, and knowledge commensurate to their educational attainment. Improving equity of education quality and of learning outcomes should be addressed from the earliest stages of education as the effect of poor quality education at lower levels have significant impact on the quality of learning at higher levels. Indeed, compelling evidence shows that ECCE is an indispensable foundation for effective learning throughout life and significantly improves learning outcomes and individual development in later years. Member States are fully aware of quality challenges and its consequences on their education and training systems as well as their overall development. Improving education quality and learning effectiveness is a cornerstone of most education reform programmes and of most development agencies that support Member States. However, for a range of reasons – e.g. weak knowledge base, fragmented approach – prior and ongoing efforts are yet to register desirable achievements in improving quality basic education and learning effectiveness for all.

**01038** UNESCO will intensify its support to Member States to address the quality challenge and to monitor progress towards quality basic education (from early childhood to secondary level) and learning effectiveness for all. This will be done through three main actions:

- (a) **Strengthen Member States' capacity to attain and monitor quality ECCE as a base for quality basic education and learning effectiveness for all.** This will be done by supporting Member States to define and monitor the adequacy and quality of ECCE provision. UNESCO, together with other EFA partners through the Inter-Agency Committee on ECCE (IAC-ECCE) set up and convened by UNESCO to support the implementation of the Moscow Framework for Action and Cooperation, will develop a Holistic Child Development Index (HCDI) based on existing indices and indicators. Member States can adapt and use the HCDI to define the adequacy and monitor the quality of ECCE services in their countries and to guide their regulatory frameworks for ECCE services including the licensing and de-licensing of providers;
- (b) **Strengthen Member States' capacity to identify and address binding constraints to attaining and sustaining quality basic education and learning effectiveness for all.** In cooperation with EFA partners, a comprehensive education quality diagnostic/analysis and monitoring framework will be developed with an objective to make it a platform for UNESCO and its EFA partners to provide collective support to Member States. The framework aims to strengthen countries' capacities to diagnose and prioritize binding constraints to their efforts to improve education quality and learning effectiveness for all, as well as to develop and implement responsive interventions to those constraints. This work will build on and consolidate UNESCO efforts such as the Basic Education in Africa Programme (BEAP) and the Teacher Training Initiative in Sub-Saharan Africa (TTISSA);
- (c) **Sustain support to equity and inclusion in basic education.** UNESCO will support Member States' efforts to consolidate progress toward access for all and to fortify inclusive basic education systems and to redress the high dropout rates between primary and secondary schooling especially for girls, within the context of the UNESCO's Global Partnership for Girls and Women Education, "Better Life, Better Future". Specific attention will be given to out-of-school children and marginalized groups such as the Roma children.

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2 Data from the 2011 *Education for All Global Monitoring Report*.

01039

The activities will be implemented in close cooperation with relevant UNESCO Institutes such as IBE and UIS and category 2 centres such as INRULED and CIEFFA, but also other United Nations and multilateral agencies such as UNICEF, the World Bank, OECD, the Council of Europe, the European Commission and relevant NGOs. The ASPnet, relevant UNESCO Chairs and centres of excellence will continue to play a key role in enabling UNESCO to pilot its programmes and to reach out to the public at large.

### Expected result 5: Basic education policies, programmes and practices improved in Member States, strengthening quality, equity, inclusion and gender equality

<i>Performance Indicators</i>	<i>Benchmarks</i>
■ Number of countries that are strengthening and monitoring the adequacy and quality of their ECCE services with UNESCO	– 10 countries – multi-agency HCDE
■ Number of countries that have equitable quality improvement efforts in basic education with UNESCO support	– 10 countries – comprehensive education quality framework developed and in use
■ Number of countries that UNESCO has supported to improve inclusion in basic education	– 10 countries – report on the inclusion of Roma children

## Higher education and research

01040

Higher education uniquely contributes to comprehensive development by providing the high-level expertise required to lead economic, social, political, cultural, ethical/value, and human development among others. From an economic perspective, the role of higher education is even more accentuated in the 21st century where knowledgeable and technology-savvy expertise is a critical driver of growth. Yet many countries lack the resources and capacities to make quality higher education available at thresholds that are required to impact their development courses.

01041

In 2012-2013, UNESCO will intensify its response to Member States' call for technical support in building higher education systems that can effectively respond to their development challenges. In so doing, UNESCO will apply extant knowledge accrued over the years including the framework provided by the Communiqué of the 2009 World Conference on Higher Education (WCHE). It will support Member States' efforts to equitably expand access to high quality, gender-sensitive and development-responsive higher education. UNESCO will also intensify its exploration of innovative mechanisms for building affordable and sustainable higher education systems. Attention will be given to the quality and relevance of higher education programmes and the employability of graduates. This will be attained through the following major actions

- (a) **Strengthen Member States' capacity to develop and implement policies and strategies for equitable expansion of access to quality and development-responsive higher education systems.** UNESCO will strengthen the knowledge base to support the development of higher education systems through sound sub-sector studies and through meta-analysis of extant knowledge. Findings from these analyses will be applied to guide country-appropriate policies, strategies, programs and their effective implementation. Specific focus will be given to innovative and diverse modes of delivering higher education as well as innovative financing

of the sub-sector. A compendium of innovative methods for scaling up equitable access, which takes into account national development challenges, gender and inclusion will be prepared and disseminated to heighten national and global policy and operational dialogue. Policy issues linked to the full potential of information and communication technologies (ICTs) and distance modes, backed by open educational resources (OERs) will also be considered.

- (b) **Strengthening Member States’ capacity to assure the quality of diversified provision including across borders.** One of the key risks of expanding and diversifying provision is potential declines in quality. To this effect, UNESCO will continue to support Member States’ efforts to build higher education quality assurance systems based on a spectrum of accountability tools. UNESCO will use its clearinghouse function to share quality assurance and accountability tools through a strengthened Portal on Quality Higher Education Institutions. In assuring quality, special attention will be paid to regional higher education reforms and to the creation of regional higher education areas. This activity will be underpinned by UNESCO’s conventions and recommendations on the recognition of qualifications. Awareness of the revised conventions for the recognition of qualifications in Africa and Asia and the Pacific will be raised in order to increase ratifications;
- (c) **Stimulating global dialogue on and through higher education.** UNESCO will use its convening powers to stimulate and convene dialogue on select critical issues in higher education with an aim to enable Member States to make informed decisions on these issues. UNESCO currently has some 800 Chairs, which will serve as a platform for dialogue on different subjects. They will be administered by the relevant Sectors and efforts will be made to ensure that they act as an efficient network for cooperation.

**01042**

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

**Expected result 6: Capacities in Member States strengthened to ensure more equitable access to quality higher education and research, including through innovative modes of provision**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of countries supported to scale-up access to equitable, gender- and development-responsive access to quality higher education through innovative modes of provision</li> </ul>	<ul style="list-style-type: none"> <li>– 10 countries</li> <li>– 1 compendium of publications on innovative methods for scaling up equitable access to development-response quality higher education</li> </ul>
<ul style="list-style-type: none"> <li>■ Number of countries supported by UNESCO that have developed quality assurance systems and other accountability tools</li> </ul>	<ul style="list-style-type: none"> <li>– 10% increase</li> </ul>

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Global policy debates on critical issues in higher education enriched</li> </ul>	<ul style="list-style-type: none"> <li>– 2 global fora on key policy challenges in higher education</li> <li>– 2 UNITWIN networks initiated on global higher education research trends</li> <li>– all UNESCO chairs reviewed</li> </ul>

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

## Education for sustainable development, in particular climate change education

**Expected result 7: Capacities in Member States strengthened to integrate education for sustainable development, including climate change education and education for disaster preparedness and risk reduction, into educational policies, development plans and programmes**

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

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

## EFA coordination, advocacy and partnerships

*A third paragraph is added at the end to read as follows:*

**01059**

Monitoring is a critical tool for measuring commitment and improving accountability. In 2012-2013, UNESCO will continue to monitor progress towards the six EFA goals through the annual publication of the *EFA Global Monitoring Report (GMR)*. The GMR will continue to draw on expertise from a wide



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

**Expected result 10: Political and financial commitment mobilized at the global, regional and national levels towards the achievement of the EFA goals, and monitoring mechanisms of EFA strengthened**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of global and regional institutions and groups addressing at high level EFA issues (such as G8, G20, UNGA, African Union, ALECSO, ASEAN, EU, ISESCO, OEI)</li> </ul>	<ul style="list-style-type: none"> <li>– 5 high-level meetings</li> </ul>
<ul style="list-style-type: none"> <li>■ Increased support to EFA from non-traditional partners, including emerging donors, private sector, foundations and innovative financing sources</li> </ul>	<ul style="list-style-type: none"> <li>– 5 new, non-traditional partners, including emerging donors, the private sector and, foundations, support EFA</li> </ul>
<ul style="list-style-type: none"> <li>■ Number of outreach activities and advocacy events organized for the GMR</li> </ul>	<ul style="list-style-type: none"> <li>– 70 per year</li> <li>– GMR reports disseminated: printed 16,000 and 48,000 electronically</li> </ul>

## Global advocacy and partnerships to promote education for girls and women

**Expected result 11: Global and national commitment to education for girls and women strengthened through advocacy and appropriate multi-stakeholder partnerships which are in conformity with the objectives of the Organization**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Increased support from multi-stakeholder partners to UNESCO activities on education for girls and women</li> </ul>	<ul style="list-style-type: none"> <li>– 1 partnership in each region established</li> </ul>
<ul style="list-style-type: none"> <li>■ Increased awareness among the wider public on the importance of education of girls and women through high-profile events</li> </ul>	<ul style="list-style-type: none"> <li>– 1 global event with prominent high-profile personalities</li> <li>– 3 round tables in conjunction with celebration of UN Days</li> <li>– 2 online discussions on critical aspects of girls' and women's education</li> </ul>

## Knowledge sharing and foresight in education

### Expected result 12: Education stakeholders informed through research and foresight studies on emerging trends and challenges in education

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of forward-looking country case studies on emerging societal trends and challenges for education conducted, published and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>– 4 case studies (one in each region)</li> </ul>
<ul style="list-style-type: none"> <li>■ Number of proceedings of international research colloquia /conferences which are jointly organized by UNESCO and international research partners</li> </ul>	<ul style="list-style-type: none"> <li>– 4-6 international colloquia/seminar proceedings prepared and disseminated</li> </ul>

# UNESCO Category 1 institutes in education

## UNESCO Institute for Lifelong Learning (UIL)

*A fifth performance indicator is added to the list of performance indicators related to the first expected result, as follows:*

**01308**

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

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

<i>Performance Indicator</i>
■ Number of personnel trained in policy analysis and design, planning, management, monitoring and evaluation in adult education and learning
■ Number of interventions to provide technical assistance in advancement of lifelong learning through policy analysis and review, and through effective instruments for monitoring and evaluation.
■ Number of support activities for the development or review of national lifelong learning qualifications frameworks or similar mechanisms
■ Belém Framework for Action followed up, implemented and monitored in Member States
■ Number of countries where regulations reflecting the principles and recommendations of the Belém Framework for Action and/or the Nairobi Recommendation on the Development of Adult Education have been adopted and enforced

**MP II**

**Natural sciences**



# Major Programme II

## SC 1

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

Regular Budget									
Activities / Staff	35 C/5 Approved	Comparative Transfers In/(Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Activities	20 499 600	-	20 499 600	639 500	(1 846 900)	-	19 292 200	(1 187 000)	18 105 200
Staff	38 574 400	(195 000)	38 379 400	1 774 700	1 340 700	(855 500)	40 639 300	-	40 639 300
<b>Total, Major Programme II</b>	<b>59 074 000</b>	<b>(195 000)</b>	<b>58 879 000</b>	<b>2 414 200</b>	<b>(506 200)</b>	<b>(855 500)</b>	<b>59 931 500</b>	<b>(1 187 000)</b>	<b>58 744 500</b>

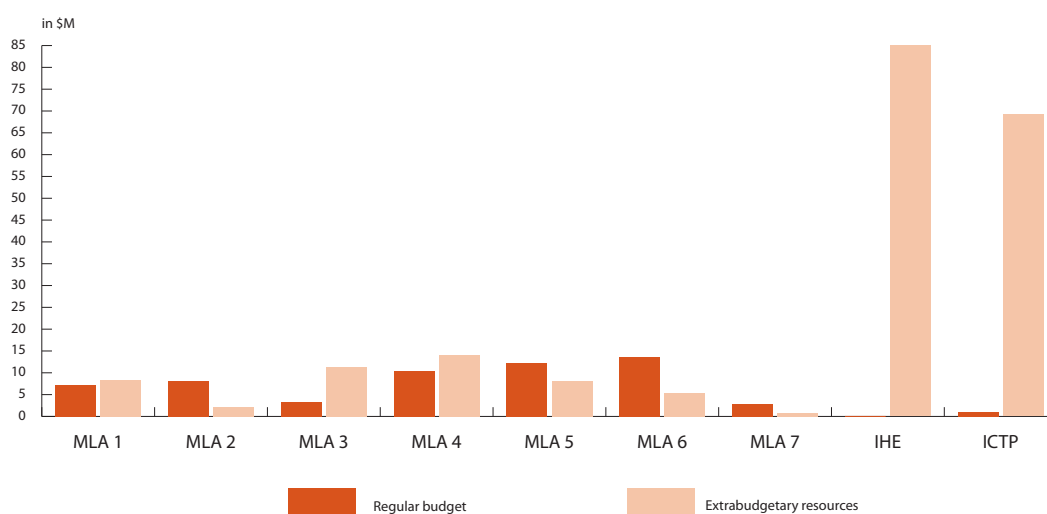
Main Line of Action	Regular Budget			TOTAL 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff			
		Programme related staff	Administrative Support		
	\$	\$	\$	\$	\$
MLA 1 Promoting STI policies and access to knowledge	1 919 900	4 894 900	324 500	7 139 300	8 378 600
MLA 2 Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy	2 000 300	5 691 900	377 400	8 069 600	2 118 700
MLA 3 Mobilizing broad-based participation in STI	885 500	2 356 700	156 300	3 398 500	11 301 600
MLA 4 UNESCO Intergovernmental Oceanographic Commission (IOC): Strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States	3 439 400	6 428 300	537 700	10 405 400	13 985 700
MLA 5 Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)	5 096 300	6 718 700	445 500	12 260 500	8 043 900
MLA 6 Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)	2 933 600	9 999 400	663 000	13 596 000	5 403 500
MLA 7 Natural disaster risk reduction and mitigation	815 200	1 917 800	127 200	2 860 200	724 600
<b>UNESCO Science institutes</b>					
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	-	85 000 000
The International Centre for Theoretical Physics (ICTP) <sup>(2)</sup>	1 015 000	-	-	1 015 000	69 198 300
<b>Total, Major Programme II</b>	<b>18 105 200</b>	<b>38 007 700</b>	<b>2 631 600</b>	<b>58 744 500</b>	<b>204 154 900</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

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

## Distribution of resources

### Total resources (staff and activities)

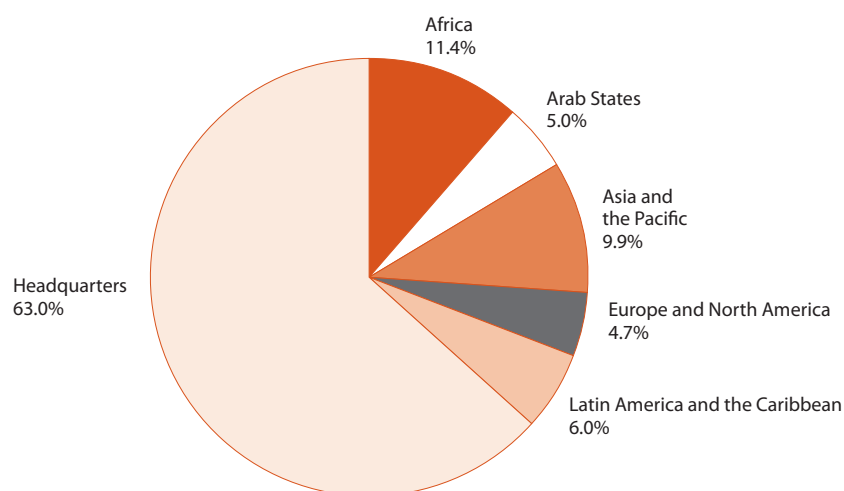


Decentralization of budget and established posts by implementing region							
Implementing Region / Headquarters	36 C/5 alternative ZNG scenario						
	Activities		Staff			Total	
	\$	Weight	\$	Weight	Posts <sup>(1)</sup>	\$	Weight
Africa	2 368 500	13.1%	4 305 400	10.6%	16	6 673 900	11.4%
Arab States	1 193 800	6.6%	1 738 600	4.3%	7	2 932 400	5.0%
Asia and the Pacific	1 809 700	10.0%	4 013 700	9.9%	16	5 823 400	9.9%
Europe and North America	565 900	3.1%	2 222 100	5.5%	7	2 788 000	4.7%
Latin America and the Caribbean	1 473 600	8.1%	2 034 000	5.0%	7	3 507 600	6.0%
<b>Total, Field</b>	<b>7 411 500</b>	<b>40.9%</b>	<b>14 313 800</b>	<b>35.2%</b>	<b>53</b>	<b>21 725 300</b>	<b>37.0%</b>
<b>Headquarters</b>	<b>10 693 700</b>	<b>59.1%</b>	<b>26 325 500</b>	<b>64.8%</b>	<b>117</b>	<b>37 019 200</b>	<b>63.0%</b>
<b>TOTAL (Headquarters + Field) <sup>(2)</sup></b>	<b>18 105 200</b>	<b>100.0%</b>	<b>40 639 300</b>	<b>100.0%</b>	<b>170</b>	<b>58 744 500</b>	<b>100.0%</b>

- (1) In addition to the posts funded from the regular budget, 3 posts are funded from the PSC income.  
 (2) Includes estimates of IOC programme resources to be carried out through the Intersectoral Platforms

### Distribution of resources by Region and Headquarters

#### Regular budget



### Sector's contribution to Global Priorities

	Indicative resources <sup>(1)</sup>	% of total activity budget
	\$	%
Global Priority Africa	4 101 800	22.7%
Global Priority Gender Equality	2 956 500	16.3%

- (1) Indication of the resources to be provided by the Education Institutes for the two priorities was not available at the time of publication of this document. Calculation of the weight percentage of the priorities for Education therefore excludes the financial allocation to the Institutes.



## General comments

In the 36 C/5 ZRG version, the Natural Sciences Sector's overall budget envelope was \$61.3M. However in the alternative ZNG scenario, where significant cuts had to be made throughout the Organization, the Sector's envelope was reduced by \$2.6M to \$58.7M.

The Natural Sciences Sector has set aside approximately 8% of its activities budget (excluding category 1 institutes) to contribute to the six Intersectoral Platforms. IOC will participate fully in the implementation of relevant IPs; however, unless the General Conference decides otherwise, the IOC financial contribution will remain within IOC and not be pooled with the contributions recorded under Part II.A "Intersectoral Platforms". The remaining proposed envelope has been assigned to manage the specific objectives and modalities of seven MLAs, including MLA 3 designed to reinforce the dissemination and popularization of sciences.

The above chart shows the decentralization situation of the total budget of the Sector. With regard to the activities budget only, the decentralization rate has increased from 39.0% in the 35 C/5 to 40.9% in the alternative ZNG scenario. In particular, efforts were made to increase the decentralization of the Sector's activities funds (including IOC) to the Africa region from 11.3% in the 35 C/5 to 13.1% in the alternative ZNG scenario. If IOC's activity budget were excluded (being more global in nature) Major Programme II's rate of decentralization to the Africa region increases from 13.1% to 14.3% in the alternative ZNG scenario. Asia received the second largest level of total decentralized activities (including IOC) with 10.0%, followed by Latin America and the Caribbean with 8.1%, Arab States with 6.6% and Europe and North America with 3.1%.

MP II benefits from 170 established posts funded from the regular budget and 3 posts funded from the PSC income. The reinforcement of the Sector's presence on PCPD activities to ensure the follow-up of various activities initiated with the United Nations and other donors can be noted, in particular through the creation of 2 NPO posts in Islamabad and in Jakarta Offices."

# Major Programme II

## Natural sciences

### Introduction

The present draft Programme for Major Programme II is based on an overall budget of US \$58,7 million, which reflects a reduction of US \$2.6 million from the zero real growth budget scenario (ZRG). The strategies and expected results originally conceived for Major Programme II under the ZRG budget scenario have been revised and adjusted, also in line with 186 EX/Decision 15. The following key principles have guided the present revision:

**Further focusing the programme.** The strategies of MLAs have been revised and the number of expected results reduced from 26 to 24 in a way to enable a more integrated approach to UNESCO's work. This has been achieved by:

- (i) Better focusing the activities in relation to the mobilization of broad-based participation in STI; the expected result on science diplomacy is therefore combined with public awareness of science, technology and engineering and the development of STI policy agendas with civil society, including women and youth;
- (ii) Integrating the cooperation with the space science and technology partners for the management of natural and cultural World Heritage sites with the Earth sciences research, education and capacity-building for sustainable development activities, thus enhancing coordination among the various initiatives and increasing the impact.

**Securing the visibility and impact of new global initiatives and priorities.** While significant budget cuts have been made to all the programmes' main lines of action, minimum reductions were applied to priority areas and new initiatives, as it is vitally important to secure a successful launch of these efforts. Resources need to be sufficient to initiative activities with high impact in order to attract larger funding through extrabudgetary resources. The Engineering initiative, the Global STI Assessment Programme (STIGAP), science diplomacy, indigenous knowledge and reducing vulnerability for Small Island Developing States (SIDS) are examples of priority actions under BSP1. Moreover, in response to recent disasters, and in order to ensure follow-up of various activities initiated with the United Nations and other donors, two NPO posts in the Jakarta and Islamabad Offices are proposed.

**Increasing decentralization.** It is important to note that all the cuts were made, to the extent possible, to the HQ portion of the budget, ensuring that the resources decentralized to the different field offices were preserved, thus increasing slightly our decentralization rate. With regard to the activities budget only, the decentralization

rate has increased from 39.0% in the 35 C/5 to 40.9 % in the new ZNG 36 C/5. In particular, efforts were made to increase the decentralization of the Sector's activities funds to the Africa region from 11.3% in 35 C/5 to 13.1% in the 36 C/5 ZNG scenario. If the IOC's activity budget were excluded (being more global in nature), the global rate of decentralization would be 45.5%.

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## Reinforcing impact in 2012-2013

**02001**

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

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

**02013**

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

*A new paragraph is added after paragraph 02017 to read as follows:*

The World Network of Biosphere Reserves (WNBR) is a UNESCO flagship network dedicated to sustainable development, coordinated under the Man and the Biosphere (MAB) Programme. Examples of local, national and international partnerships to address issues of climate change mitigation and adaptation, conservation and sustainable use of biodiversity, enhancing well-being of resident human communities, promoting renewable energy for rural development and poverty eradication, and collaboration for learning and action on various dimensions of sustainable development will be analysed and shared widely with the policy community. Case studies from BR illustrating these issues will be disseminated during the remaining years of the UN DESD as one of the key UNESCO contributions to ESD. As evident from the preparations for the UNCSD, climate change, biodiversity loss and other major environmental problems all relate to sustainable development. BR provide land- and seascapes with a mix of ecosystems, habitats

and land/resource use where synergies between economic, social and environmental dimensions of development and sustainability can be demonstrated.

**02018**

UNCED and WSSD emphasized the need for better earth observation data for planning sustainable development. As a result Member States created the Global Earth Observation System of Systems (GEOSS) process in which UNESCO takes the lead, via its Geological Applications of Remote Sensing (GARS) programme, in building epistemic communities in geohazard monitoring and mitigation. Cradle-to- cradle materials use increases the need for geoscience capacity building and education to become more interdisciplinary and evolve towards earth system science. Such initiatives will be undertaken in the networks of the International Geoscience Programme (IGCP). Space-based observations are also vital for monitoring environmental change in UNESCO sites, as is done by the intersectoral UNESCO-ESA Open Initiative on the use of space technologies to support the World Heritage Convention.

## Global Priority Africa

### Expected results at the end of the biennium:

Former expected result 5 is deleted and replaced by the following expected result:

**Expected result 5: Education, capacity building and sharing of experience in the conservation and management of natural resources, including renewable energy, promoted**

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

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

### Expected result 1: Strengthened and self-driven national STI systems and policies developed

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"><li>■ New guidelines for STI sectoral policy formulation developed and STI policy reviews undertaken</li></ul>	<ul style="list-style-type: none"><li>– at least two pilot countries using UNESCO guidelines for the formulation of policies; at least 4 national STI policy reviews undertaken in pilot LDCs</li></ul>
<ul style="list-style-type: none"><li>■ New science reform project proposals designed with national stakeholders and adopted by governments</li></ul>	<ul style="list-style-type: none"><li>– at least two reform proposals developed in selected countries with priority given to LDCs</li></ul>
<ul style="list-style-type: none"><li>■ Science policy programmes and networks developed and training activities developed for STI stakeholders including policy-makers, scientists and representatives of civil society</li></ul>	<ul style="list-style-type: none"><li>– at least two UNESCO Chairs established; new programmes or S&amp;T policy units in at least 3 universities or centres established; African CPA supported with capacity-building in science policy; 1 new AVC centre established</li></ul>

### Expected result 3: Global STI monitoring strengthened through improved monitoring, assessments and information sharing

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"><li>■ Design and launch STIGAP</li></ul>	<ul style="list-style-type: none"><li>– STIGAP launched and new approaches for international monitoring developed, tested and validated in cooperation with UIS and regional research networks; methodology tested in 2 regions</li></ul>



<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of foresight and assessment studies undertaken, and establishment of a global science policy information network (SPIN)</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least 2 national STI indicators studies; the African STI Observatory functioning; at least ten additional countries integrated in SPIN</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Dialogues and capacities for STI decision-making involving civil society, scientific communities and parliaments</li> </ul>	<ul style="list-style-type: none"> <li>– <i>2 new subregional fora or interregional parliamentary fora on STI; capacity-building activities organised for at least 2 selected subregions and training materials disseminated online.</i></li> </ul>

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

**02041**

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

**02042**

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

Engineering plays an important role in addressing complex challenges, such as climate change, natural disaster risk reduction, clean technologies, and access to affordable healthcare. Engineering is also critical in poverty eradication, as it encompasses the part of the STI spectrum in which the results of research are translated into concrete products and services that can benefit local communities and create jobs for youth. Strengthening engineering, in particular in the developing world, thus is a high priority.

MP II is spearheading the launching of a UNESCO Engineering Initiative, which will focus on applications of engineering for sustainable development, and which will prioritize capacity building, particularly in Africa. Elements of the initiative include:

- Strengthening engineering at universities, including enhancing research capacity, supporting curricular innovation, and forging better interactions with industry;
- Enhancing the focus on engineering in science policy work with Member States;
- Catalysing new S-S and N-S-S partnerships for engineering capacity-building; and
- Strengthening efforts to mobilize civil society support and understanding of engineering, including attracting youth to the field, with a focus on women and girls.

The UNESCO Engineering Initiative, cutting across all MLAs, draws on the engineering-related strengths of MP II, and will involve partnerships with different sectors of society, including academia, the private sector and NGOs. A campaign to raise extra-budgetary resources will be launched. Lessons learned in the 2012-2013 biennium will inform plans for engineering in the next Medium-Term Strategy.

\* \* \*

The UNESCO Engineering Initiative falls under overarching objective 2 in the 34 C/4, “Mobilizing science knowledge and policy for sustainable development” and to strategic programme objective 4, “Fostering policies and capacity-building in science, technology and innovation”.

The following expected results within MP II will be directly addressed by the Initiative: for Priority Africa: expected results 2 and 5; for Gender Equality: expected results 1 and 4; under MLA 1: expected result 2; under MLA 2: expected results 4, 5 and 6; under MLA 3: expected result 7; under MLA 4: expected result 12; under MLA 5: expected results 14, 15 and 17; and under MLA 6: expected results 19, and 22.

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

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Science and engineering programmes strengthened at university level</li> </ul>	<ul style="list-style-type: none"> <li>– <i>universities assisted in interdisciplinary curriculum development and in integrating collaborative team-based research projects into the curriculum (at least 5 universities as initial participants).</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Fora for planning and design of higher education systems, including regional accreditation standards established</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least one regional forum per region on accreditation process for basic science and engineering programmes, faculty development training programmes, new materials for faculty development, guidelines for career advancement for young faculty, in particular women</i></li> </ul>

**02043**

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

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

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Capacity building activities for trainers of trainers at tertiary level in science education, including on renewable energy, involving partnerships and networks focusing on S-S and N-S-S cooperation</li> </ul>	<ul style="list-style-type: none"> <li>– at least 1 innovative programmes for faculty exchange developed and implemented in at least three universities of developing countries</li> </ul>
<ul style="list-style-type: none"> <li>■ Public-private partnerships in research established</li> </ul>	<ul style="list-style-type: none"> <li>– N-S collaborations on entrepreneurship education among universities</li> </ul>
<ul style="list-style-type: none"> <li>■ New centres of excellence established, with emphasis on promoting women in science and scientific networks formed or strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>– at least 1 new centre created and at least 1 new network formed; 2 seminars, conferences and other events held for strengthening existing structures</li> </ul>

**Expected result 6: Member States' capacities strengthened to develop models for enhancing student research leadership and career mentoring for young researchers, through university networks and professional societies, in particular for developing countries**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Student competitions to solve local or regional challenges</li> </ul>	<ul style="list-style-type: none"> <li>– 1 international or regional competition carried out; 2 workshops for sharing experiences organized</li> </ul>
<ul style="list-style-type: none"> <li>■ Student leadership programmes in all regions</li> </ul>	<ul style="list-style-type: none"> <li>– at least 3 universities develop student leadership programmes; 1 regional student association established or strengthened</li> </ul>
<ul style="list-style-type: none"> <li>■ Training provided for young researchers</li> </ul>	<ul style="list-style-type: none"> <li>– 10 training activities; a mentoring programme for young researchers developed and implemented in three universities in developing countries</li> </ul>

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

02046

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

and Development. In line with the UNESCO mandate to promote science as a vehicle for enhanced dialogue, mutual understanding and peace, science diplomacy reflects the evolving role of science in foreign policy as a result of the new global landscape of S&T noted in the UNESCO Science Report 2010. In this context, science diplomacy will be a powerful instrument for the use of science as a foundation of a culture of peace and cooperation.

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

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ International and regional workshops, conferences or symposia on the contribution and popularization of science and science exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>– four regional and one international event for UNCSD; two international or regional conferences or symposia; two science exhibitions; two conferences or symposia on history of science</li> </ul>
<ul style="list-style-type: none"> <li>■ Technical cooperation and capacity building activities on governance of science centres and science museums</li> </ul>	<ul style="list-style-type: none"> <li>– 2 countries assisted in the development of science centres or museums; 2 regional training workshops on science centres or museum governance</li> </ul>
<ul style="list-style-type: none"> <li>■ STI policy studies and manuals</li> </ul>	<ul style="list-style-type: none"> <li>– STI policy study results, conference proceedings and manuals of STI indicators published</li> </ul>
<ul style="list-style-type: none"> <li>■ National and regional actions on science and gender for science policy-making; reference groups for women in science; young people involved in consultation</li> </ul>	<ul style="list-style-type: none"> <li>– 1 international meeting on gender and science; support to Young Women Researchers Network; support to the World Association of Young Scientists</li> </ul>
<ul style="list-style-type: none"> <li>■ Scientific cooperation in solving common problems and fostering dialogue, cultural self-expression; and mutual understanding, especially in conflict and post-conflict countries</li> </ul>	<ul style="list-style-type: none"> <li>– 1 international meeting on science and international affairs; support to the Israeli-Palestinian Science Organization</li> </ul>

**Expected result 8: Local and indigenous knowledge-driven sustainable development policies and actions developed, and appropriate support provided for implementation at global, regional and local levels**

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

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Pedagogical materials on indigenous knowledge and language in formal and non-formal education</li> </ul>	<ul style="list-style-type: none"> <li>– 5 sets of pedagogical materials in 5 countries</li> </ul>

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

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

*Paragraph 02049 and expected result 10 are deleted*

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

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

**Expected result 10: Effective end-to-end early warning systems for tsunamis and other sea level-related hazards established by Member States at national and regional levels, including disaster preparedness and mitigation measures**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Improved lapse time for regional watch messages after tsunami-generating earthquakes</li> </ul>	<ul style="list-style-type: none"> <li>– less than 20 minutes in all regional warning systems</li> </ul>

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of countries at risk for tsunami developing gender sensitive tsunami community preparedness programmes</li> </ul>	– 10

**Expected result 11: Member States' understanding improved of ocean environment, and related processes in the global climate, and skills and national capacities developed for adaptation to climate change impacts**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Level of in situ infrastructure (e.g., floats, buoys, ship tracks) for GOOS maintained by Member States</li> </ul>	– <i>maintain 62% as measured by JCOMM based on GOOS/GCOS targets</i>
<ul style="list-style-type: none"> <li>■ Number of peer-reviewed published regional sea level projections used in the IPCC Fifth Assessment Report (AR5) Working Group I (due in September 2013)</li> </ul>	– <i>increase of 10% on baseline of number of referred peer-reviewed published regional sea level predictions in IPCC AR4 (2007)</i>
<ul style="list-style-type: none"> <li>■ Number of countries taking steps towards development of coastal adaptation strategies and implementation of national or local measures or both, including with a gender perspective</li> </ul>	– <i>increase of five countries</i>

**Expected result 12: Capacities of Member States improved in ocean sciences and services to monitor, assess and manage marine resources**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Increase in number of Member States participating in UN Regular Process for the global reporting and assessment of the state of the marine environment</li> </ul>	– <i>at least 50 countries engaged in Regular Process frameworks</i>
<ul style="list-style-type: none"> <li>■ Number of women and men experts/managers trained by Member States in ocean sciences and services in accordance with IOC capacity-building principles</li> </ul>	– <i>at least 10 capacity-enhancing workshops and meetings of regional networks</i>
<ul style="list-style-type: none"> <li>■ Increase in the number of agencies and institutions using information and data from IODE and OBIS</li> </ul>	– <i>10% above 2010-2011 levels</i>
<ul style="list-style-type: none"> <li>■ Volume of data and information available through the IOC/IODE data and information systems, OceanDataPortal and OceanDocs</li> </ul>	– <i>20% above 2010-2011 levels</i>



**Expected result 13: Capacities of Member States developed to protect and sustainably use oceans and coastal zones**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of countries using IOC's area-based management guidelines</li> </ul>	<ul style="list-style-type: none"> <li>– 20 countries</li> </ul>
<ul style="list-style-type: none"> <li>■ Level of Member States' participation in IOC Regional Subsidiary Body meetings and region-specific activities</li> </ul>	<ul style="list-style-type: none"> <li>– at least 70% of regional constituencies attend IOC regional meetings</li> </ul>
<ul style="list-style-type: none"> <li>■ Number of new IOC regional training and research centres on oceanography</li> </ul>	<ul style="list-style-type: none"> <li>– at least 1 new regional training and research centre established</li> </ul>

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

**Expected result 14: Member States supported in building technical and institutional capacities, and policies and mechanisms improved for adaptation to global changes to river basins at the national, regional and global levels, based on the scientific knowledge base**

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

**Expected result 15: World's freshwater resources assessed, notably through the United Nations World Water Development Report, and Member States supported in strengthening policies for water governance, including of shared waters**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ State of world's freshwater resources assessed, water use and management issues evaluated, critical issues, trends and problems identified and awareness raised</li> </ul>	<ul style="list-style-type: none"> <li>– WWDR4 published including reporting from regions, gender and public health</li> </ul>

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Strengthened water governance through cultural, societal and scientific responses</li> </ul>	<ul style="list-style-type: none"> <li>– <i>research methods and practices related to historical and cultural water interactions published</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Strengthened knowledge and capacities related to the management of transboundary surface water and aquifers</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least 2 training courses organized and new guidelines prepared on transboundary aquifer management</i></li> </ul>

**Expected result 16: Effective water management strengthened through improved knowledge base and scientifically sound policy guidance for urban areas, arid and semi-arid zones and groundwater resources and aquifer systems**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Improved capacities for sustainable urban water management, including protection of water quality and interactions with rural water management</li> </ul>	<ul style="list-style-type: none"> <li>– <i>3 projects on urban water management; at least two case studies on water quality;</i></li> <li>– <i>at least 1 policy guidance document on water supply and sanitation in rural areas</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Enhanced knowledge base of the hydrological systems in arid and semiarid areas</li> </ul>	<ul style="list-style-type: none"> <li>– <i>G-WADI networks in all arid and semi-arid regions strengthened</i></li> <li>– <i>at least 5 case studies, workshops and publications on aquifer recharge in coastal aquifers and SIDs implemented in cooperation with UNESCO centres and Chairs</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Improvement of groundwater systems management and adaptation measures</li> </ul>	<ul style="list-style-type: none"> <li>– <i>five regional case studies produced with UNESCO Chairs and centres to demonstrate adaptation measures to climate change impacts</i></li> </ul>

**Expected result 17: Education capacities for water management reinforced at all levels, especially taking into account Africa and gender equality issues**

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

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

**Expected result 18: Use of biosphere reserves as research and learning platforms for sustainable development broadened, and implementation of the MAB Programme strengthened, including through enhanced exchange of best practices with regional and global networks**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Publications on use of BR as learning places for sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>– at least 5 video films on BR diffused through Internet; collection of at least 30 case studies from BR; Internet clearing house for BR managers created</li> </ul>
<ul style="list-style-type: none"> <li>■ Countries with new BR designated as places for sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>– at least 20 new BR designated in all world regions</li> </ul>
<ul style="list-style-type: none"> <li>■ Provision of MAB Young Scientists Research Grants Awards and Michel Batisse Awards for case studies in BR management</li> </ul>	<ul style="list-style-type: none"> <li>– at least 20 MAB Young Scientists Research Grants Awards and two Michel Batisse Awards provided, half of them awarded to women</li> </ul>

**02062**

UNESCO earth sciences networks and partnerships will serve as fora for accelerating the reform process of the IGCP, initiated at the beginning of the current Medium-Term Strategy. IGCP's research, education and capacity building activities were tasked to become directly relevant for sustainable development with a particular focus on Africa. The IGCP is now the largest N-S and S-S network in earth system science, providing major contributions to address critical issues such as those linked to climate change mitigation and adaptation, geohazard monitoring and prediction, geoengineering and groundwater use. The partnership with MAB to use UNESCO earth sciences expertise to address mineral and hydrocarbon exploration and extraction issues in BR will be further developed. The profile of the geoparks network in earth science education and capacity building will be raised. All activities for the modernisation of geoscience training and of earth system science research and education will be started in Africa and gradually expanded to other regions. Earth observation activities will be reinforced through international partnerships developed in the framework of GARS, GEOSS and the Committee on Earth Observation Satellites (CEOS) programmes. In addition, the Open Initiative space partners will monitor World Heritage sites, and provide management capacity building, outreach, and educational activities, using remote sensing and other space-based technologies. Similar efforts will be explored for other UNESCO sites.

**Expected result 19: Earth sciences research, education and capacity-building for sustainable development and management of UNESCO sites enhanced, with a particular focus on Africa**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Participation of developing countries, especially from Africa, in IGCP scientific research and capacity-building projects; collaboration between IGCP and MAB for resource extraction in protected areas</li> </ul>	<ul style="list-style-type: none"> <li>– at least 30 IGCP projects operational in fields of mineral resources, global change and geohazards with a doubling of participation of African scientists;</li> <li>– 3 IGCP-MAB joint workshops or initiatives on resource extraction</li> </ul>
<ul style="list-style-type: none"> <li>■ Creation of geoparks building on European and Asian experience and networking activities between geoparks nationally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>– at least 2 geoparks in Africa created and the first regional network in Latin America initiated</li> </ul>
<ul style="list-style-type: none"> <li>■ Earth Science Education in Africa implemented with training in earth resource mapping; networking of geoscience educational centres; preparation of earth system science curricula for secondary schools</li> </ul>	<ul style="list-style-type: none"> <li>– 2 regional, economic communities equipped to use modern data handling and field mapping in Africa; at least 10 geoscience institutes networking on modernisation of earth science education; curriculum for teaching geology at secondary level</li> </ul>
<ul style="list-style-type: none"> <li>■ Capacities for production and use of earth observation data and built in framework of GARS, GEOSS and CEOS programmes</li> </ul>	<ul style="list-style-type: none"> <li>– at least ten new developing countries participating in international earth observation programmes</li> </ul>
<ul style="list-style-type: none"> <li>■ Joint activities with Open Initiative space partners to improve management, conservation, and dissemination of information about cultural and natural heritage assets of UNESCO sites and space technologies shared with universities</li> </ul>	<ul style="list-style-type: none"> <li>– at least 20 countries utilizing the data generated</li> <li>– 2 international seminars, workshops or training courses</li> </ul>

**02063**

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

**Expected result 20: Sustainable and equitable use of biodiversity and ecosystem services strengthened**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Contribution to research and monitoring base underpinning Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)</li> </ul>	<ul style="list-style-type: none"> <li>– at least 2 case studies on biodiversity issues and at least 3 policy briefs; at least 2 of these presented at UNCSO</li> </ul>
<ul style="list-style-type: none"> <li>■ Pilot studies on natural resource management and green economies in drylands, tropical forests, mountains, urban areas and coastal areas and islands</li> </ul>	<ul style="list-style-type: none"> <li>– at least five regional and thematic research networks for sustainable development operational in all world regions</li> </ul>
<ul style="list-style-type: none"> <li>■ Workshops and publications on biodiversity sciences, environmental conservation and human well-being</li> </ul>	<ul style="list-style-type: none"> <li>– at least eight international workshops with results published</li> </ul>

**Expected result 21: Biosphere reserves and natural World Heritage sites integrated, in collaboration with UN-REDD and similar climate change mitigation and adaptation financing mechanisms**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Joint research and conservation activities between BR and natural World Heritage sites</li> </ul>	<ul style="list-style-type: none"> <li>– at least 6 joint activities</li> </ul>
<ul style="list-style-type: none"> <li>■ Initiatives between BR and natural World Heritage sites in the context of UN-REDD and UN-REDD+</li> </ul>	<ul style="list-style-type: none"> <li>– at least 4 initiatives operational by MAB/ ICC, the World Heritage Committee or both</li> </ul>

*Paragraph 02065 and expected result 23 are deleted*

**Expected result 22: Knowledge base and policies for renewable energy and energy efficiency promoted for the purpose of sustainable development also targeting resident communities in biosphere reserves as beneficiaries of such solutions**

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Support for renewable energy policies and regional entities provided with technical cooperation and policy advice</li> </ul>	<ul style="list-style-type: none"> <li>– at least 2 policy documents produced</li> </ul>
<ul style="list-style-type: none"> <li>■ Innovative experiences and best practices identified and shared</li> </ul>	<ul style="list-style-type: none"> <li>– at least 1 publication on best practices: at least one learning material or tool</li> </ul>

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

### Expected result 23: Natural disaster and climate change resilience, disaster risk assessment and impact mitigation enhanced and targeted scientific assistance delivered, including through participation in United Nations common country approaches

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Countries actively participating in the networks</li> </ul>	<ul style="list-style-type: none"> <li>– at least 10 countries involved in global initiatives; 3 subregions involved in regional and subregional initiatives</li> </ul>
<ul style="list-style-type: none"> <li>■ Countries and institutions supported in disaster risk reduction, including outreach for women's participation</li> </ul>	<ul style="list-style-type: none"> <li>– at least 3 countries affected by natural disasters supported</li> <li>– 10 countries supported in disaster resilience and risk mitigation efforts, including through CCA/UNDAF</li> <li>– 10 institutions supported in disaster risk mitigation</li> </ul>
<ul style="list-style-type: none"> <li>■ Disaster risk reduction component included in CCA/UNDAF in disaster-prone countries</li> </ul>	<ul style="list-style-type: none"> <li>– at least 3 countries</li> </ul>

### Expected result 24: Scientific knowledge base and adaptation capacity of Member States for water hazards at regional and country levels improved

<i>Performance Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Strengthened hydrological services and communities responding to GLOF, floods and drought risks</li> </ul>	<ul style="list-style-type: none"> <li>– 3 African countries using Drought Monitor remote sensing techniques; two guidelines developed for flood and drought management; risk and hazard maps for two mountain valleys with the highest GLOF risk</li> </ul>
<ul style="list-style-type: none"> <li>■ Education and capacity-building concerning impacts of water hazards on water resources management, including development of adaptation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>– a knowledge base on floods constituted, including a set of computational tools for applications.</li> </ul>
<ul style="list-style-type: none"> <li>■ Groundwater studies on hotspots in areas prone to natural hazards.</li> </ul>	<ul style="list-style-type: none"> <li>– at least 5 country studies on strategic management of aquifer systems for access to groundwater resources.</li> </ul>



**MP III**

**Social and human sciences**

# Major Programme III

## SHS 1

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

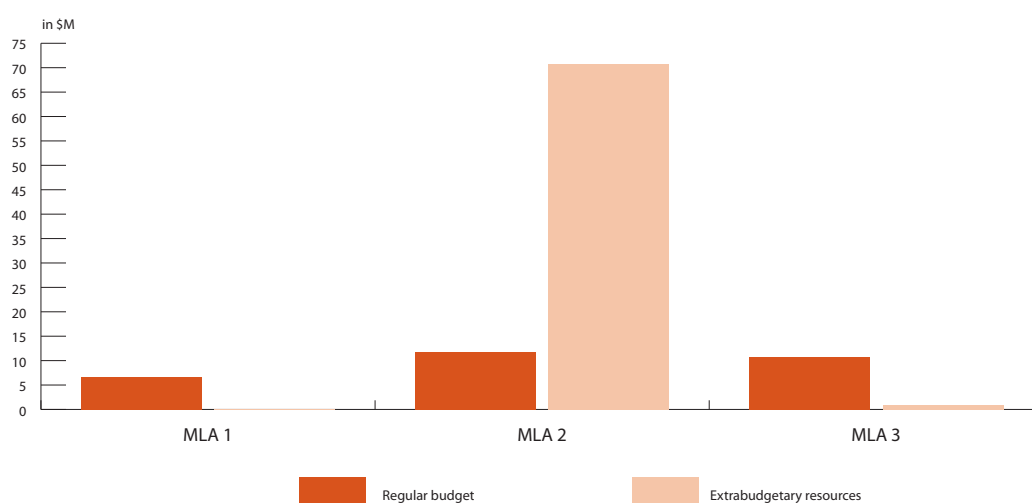
Regular Budget									
Activities / Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Activities	9 671 800	-	9 671 800	301 500	( 562 300)	-	9 411 000	( 736 900)	8 674 100
Staff	19 982 300	228 000	20 210 300	948 300	(169 800)	(432 200)	20 556 600	-	20 556 600
<b>Total, Major Programme III</b>	<b>29 654 100</b>	<b>228 000</b>	<b>29 882 100</b>	<b>1 249 800</b>	<b>( 732 100)</b>	<b>( 432 200)</b>	<b>29 967 600</b>	<b>( 736 900)</b>	<b>29 230 700</b>

Main Line of Action	Regular Budget			TOTAL 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff			
		Programme related staff	Administrative Support		
	\$	\$	\$	\$	\$
MLA 1 Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics	1 862 100	4 321 600	407 900	6 591 600	92 500
MLA 2 Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth	3 616 000	8 049 200	407 900	12 073 100	70 837 200
MLA 3 Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities	3 196 000	6 962 100	407 900	10 566 000	977 200
<b>Total, Major Programme III</b>	<b>8 674 100</b>	<b>19 332 900</b>	<b>1 223 700</b>	<b>29 230 700</b>	<b>71 906 900</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

## Distribution of resources

### Total resources (staff and activities)

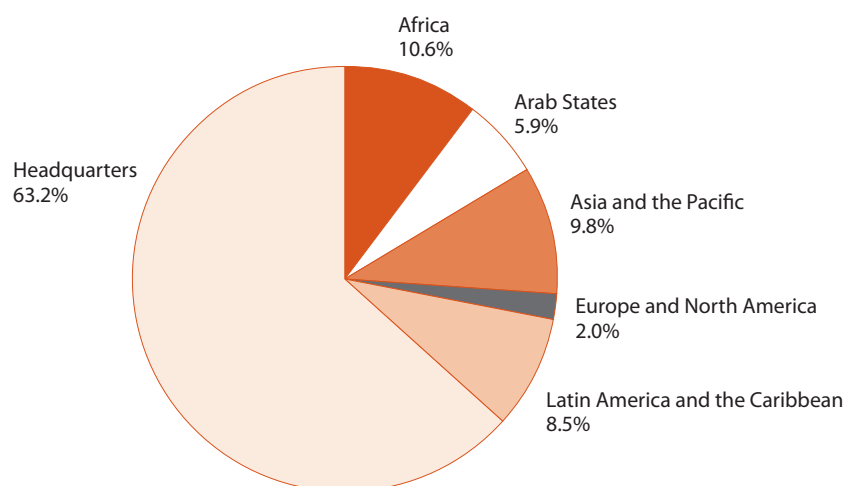


Decentralization of budget and established posts by implementing region							
Implementing Region / Headquarters	36 C/5 alternative ZNG scenario						
	Activities		Staff			Total	
	\$	Weight	\$	Weight	Posts <sup>(1)</sup>	\$	Weight
Africa	1 444 000	16.6%	1 641 700	8.0%	7	3 085 700	10.6%
Arab States	818 000	9.4%	902 500	4.4%	3	1 720 500	5.9%
Asia and the Pacific	712 000	8.2%	2 162 400	10.5%	7	2 874 400	9.8%
Europe and North America	456 000	5.3%	117 800	0.6%	1	573 800	2.0%
Latin America and the Caribbean	998 000	11.5%	1 500 200	7.3%	5	2 498 200	8.5%
<b>Total, Field</b>	<b>4 428 000</b>	<b>51.0%</b>	<b>6 324 600</b>	<b>30.8%</b>	<b>23</b>	<b>10 752 600</b>	<b>36.8%</b>
<b>Headquarters</b>	<b>4 246 100</b>	<b>49.0%</b>	<b>14 232 000</b>	<b>69.2%</b>	<b>61</b>	<b>18 478 100</b>	<b>63.2%</b>
<b>TOTAL (Headquarters + Field)</b>	<b>8 674 100</b>	<b>100.0%</b>	<b>20 556 600</b>	<b>100.0%</b>	<b>84</b>	<b>29 230 700</b>	<b>100.0%</b>

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

## Distribution of resources by Region and Headquarters

### Regular budget



## Sector's contribution to Global Priorities

	Indicative resources <sup>(1)</sup>	% of total activity budget
	\$	%
Global Priority Africa	1 444 000	16.6%
Global Priority Gender Equality	1 136 000	13.1%

## General comments

In the 36 C/5 ZRG version, the Social and Human Sciences Sector's overall budget envelope was \$30.6M. However in the alternative ZNG scenario, where significant cuts had to be made throughout the Organization, the sector's envelope was reduced by \$1.3M to \$29.2M.

The Social and Human Sciences Sector has set aside approximately 8% of its activities budget to implement a number of activities through the Intersectoral Platforms and will also reinforce interdisciplinary efforts in support of Africa, gender equality, youth and the most vulnerable segments of society, LDCs, SIDS, and countries in post-conflict and post-disaster situations.

MP III has assigned 41.3% of its total regular programme resources to MLA2, 36.1% to MLA3 and 22.6% to MLA1 to manage the specific objectives and modalities of the three main lines of action of the draft 36 C/5.

The above chart shows the decentralization situation of the total budget of the Sector. With regard to the activities budget only, the rate of decentralization has increased from 47.9% in the 35 C/5 to 51.0% in the alternative ZNG scenario. Priority is placed on Africa as the main decentralized region with a rate of 16.6% in the alternative ZNG scenario in comparison to 14.8% in the 35 C/5. The rate of decentralization to Latin America and the Caribbean is 11.5%, followed by Arab States with 9.4%, Asia and the Pacific with 8.2% and Europe and North America with 5.3%.

Overall, MP III benefits from 84 established posts funded from the regular budget and 2 posts funded from the PSC income. In comparison to the 35 C/5, the number of posts has been reduced at Headquarters by two posts and has increased by one post in Africa.

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



# Major Programme III

## Social and human sciences

### Introduction

In the alternative ZNG scenario, the budget envelope for Major Programme III was reduced by US \$1.3 million from US \$30.6 million to US \$29.2 million. The Sector has assigned 41.3% of its total regular programme resources to MLA 2, 36.1% to MLA 3 and 22.6% to MLA1. Inversely, the majority of budgetary reductions can be found in MLA 1.

In this regard, while the biennial sectoral priorities and main lines of action for this major programme remain consistent with draft 36 C/5, nonetheless, the number and formulation of expected results has changed. Now each MLA has two expected results.

There is a reduction in the overall number of expected results from ten (10) to six (6) in an effort to further focus.

These changes represent a further sharpening of SHS's approach to address four inter-dependent and inter-sectoral focus areas through the three main lines of action: social inclusion; new challenges in bioethics; social dimensions of global environmental change; and youth-led social innovation.

The bulk of changes in this scenario were made in BSP 2. The rationale for such change was to further reinforce positive benefits of erstwhile compartmentalized efforts and activities to maintain – and indeed improve – delivery capacity thus ensuring programmatic impact of social and human science endeavours at country level in areas relating to social inclusion, including social change and social innovation as well as the emerging social dimensions of global environmental change.

While all efforts were made to ensure optimum programme implementation resulting from the reduction in SHS's budget, some activities, by necessity, were reduced or integrated. However, the bulk of cost savings came from rationalization of efforts. An example of this can be seen in the Sector's approach to Human Rights work which will apply a Human Rights Based Approach to SHS programming. In the current ZNG scenario, efforts relating to human rights activities in UNESCO's fields of competence are matched with the sector's efforts at combating discrimination, violence against women, tackling the issue of migrants' inclusion, and informing perspectives on bioethics and environmental change, thus ensuring maximization of expertise and competence.

As concerns staff costs, traditionally SHS is the smallest programme sector. With this in mind, no staff cuts have been proposed in the ZNG scenario, particularly given the need to anticipate staffing the new Field network. However, what should be highlighted is that the capacity to deliver the Programme will be more coherent with staff expertise. Redeploying and employing current staff differently will ensure greater skills synergy and maximise expertise.

Despite the financial constraints posed by a ZNG scenario, the Sector was able to increase decentralization efforts in four of UNESCO's five regions: in Africa from 16.1% in the draft 36 C/5 to 16.6% in the ZNG scenario; in the Arab States region from 8.8% to 9.4%; in Latin America and the Caribbean from 10.1% to 11.5% and in Europe and North America from 3.9% to 5.3%.

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).



## Reinforcing impact in 2012-2013

**03001**

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

- International debate having been stimulated on bioethics, emphasis will be put on support for pertinent national action to embed ethical principles not just in national policies but in routine institutional practices.
- Member States will be supported in their efforts towards creating more inclusive, just and equitable societies. Activities will seek to address emerging challenges of social exclusion and turn them into opportunities for social innovation through better policies and practices, using the development of indicators of social inclusion policies and philosophical reflection in the service of a culture of peace.
- In addition to continuing work to strengthen social science capacities on the social dimensions of environmental change, emphasis will be put on developing practical support for national adaptation policies.
- Building on the promotion of youth participation in their communities, emphasis will be put on fostering youth-led social innovation to support non-violence, conflict resolution, social and economic opportunities and successful transition to adulthood.

03006

**Biennial sectoral priorities for 2012-2013**

**Internationally agreed development goals and commitments**

*The following internationally agreed development goals and commitments have been added:*

Declaration on the Responsibilities of the Present Generations Towards Future Generations (1997)

Rio Declaration on the Environment and Development (1992)

Convention on the Rights of Persons with Disabilities (2006)

Copenhagen Declaration and Programme of Action adopted at the World Summit for Social Development (1995)

UN Security Council Resolution 1325 on violence against women (2000)

UN General Assembly Resolution 65/1 on keeping the promise: united to achieve the Millennium Development Goals

Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of SIDS

UN General Assembly Resolution 65/159 on the protection of global climate for present and future generations of humankind .

03007

The overall effectiveness of MP III will be enhanced by building on the interdisciplinary approach of the social and human sciences in order to grasp the complexity of ethical challenges and social transformations in the contemporary world. In all its components, MP III will therefore put in place intra- and intersectoral working methods, integrating indispensable cross-cutting approaches in addition to the specific objectives and modalities of the three Main Lines of Action. The intergovernmental MOST Programme (“Management of Social Transformations”) will provide a mechanism for interdisciplinary work on social inclusion, social dimensions of global environmental change strengthening social science capacities and national research systems. Cross-cutting interdisciplinary efforts will focus in particular on the needs of Africa, women, youth and the most vulnerable segments of society, LDCs, SIDS, and countries in post-conflict and post-disaster situations.

*A new paragraph is added after paragraph 03013 to read as follows:*

03014

Creating opportunities for youth to engage as partners for development and peace in their communities will be central for MP III. Undergoing by definition a period of transition, youth embody the very notion of innovation and are increasingly mobilized and inspired to create change in their communities. If they are provided with the appropriate environment - from skills to spaces and networks, from programmes to policies – they can deliver innovative responses to challenges not only affecting them but their communities as a whole, thereby contributing to the realization of Internationally Agreed Development Goals. This window of opportunity is further accentuated by the demographic prevalence of youth globally and, particularly, in developing countries, as well as advances in terms of their access to education, literacy, ICTs, health and well-being and participation in society. These stress the importance of involving young people in strategies for national development or reconstruction, prevention of social conflict and peaceful transitions. MP III will encourage youth-led social innovation as a means to support youth participation in political and social processes, strengthen civil society,

prevent violence and enable youth to gain the experience, knowledge, values and life skills necessary for success in careers, education and community life. Sport, culture and non-formal education will be leveraged as key entry points for such interventions.

*Former paragraph 03016 is deleted*

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

### Main line of action 1: Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics

**03024**

Using all relevant intellectual and technical resources at its disposal, and especially those of intergovernmental bodies – the Conference of Parties of the International Convention Against Doping in Sport (2005) and the Intergovernmental Bioethics Committee (IGBC) – and of international expert bodies, such as the International Bioethics Committee (IBC), the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) and the UNESCO Chairs, MP III will operate at four levels, each connected to specific Strategic Programme Objectives:

- as laboratory of ideas, by supporting prospective studies and foresight with respect to new and emerging ethical challenges, including those raised by cutting-edge developments in biotechnology, while continuing to advance global reflection on core bioethical principles within UNESCO’s mandate;
- as standard setter, by promoting existing normative instruments in the field of bioethics (the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data, the Universal Declaration on Bioethics and Human Rights), science ethics, and ethics (the International Convention Against Doping in Sport);
- by capacity-building, focusing in particular on supporting the development of bodies, institutions and policies at national level to enable developing countries to address ethical challenges, particularly in bioethics (SPO 6, as well as specific contributions to SPOs 3, 5 and 7 in the respective policy areas);
- by education and awareness-raising, to ensure that relevant audiences are familiarized both with key ethical challenges and with the resources available to address them (SPO 6).

#### Expected result 1: Capacity of Member States enhanced at national level to identify and address bioethical challenges with due regard to appropriate human-rights and gender equality frameworks

##### *Performance indicators*

- Number of countries supported in building their capacities in bioethics, including the establishment of National Bioethics Committees
- Number of policy documents produced by IBC and IGBC relating to identification of specific bioethical challenges and appropriate human-rights and gender-sensitive responses to them
- Number of universities introducing the Core Curriculum in medicine and other relevant schools

Former paragraph 03027, expected result 2 and 3, and the corresponding performance indicators are deleted. A new paragraph and a new expected result is added after Expected result 1 to read as follows:

UNESCO remains deeply concerned about the erosion of ethics and the gross inequity caused by doping in sport. This practice undermines the integrity of sport and its ability to deliver broad socio-economic benefits. UNESCO will, therefore, continue to build on the International Convention against Doping in Sport (2005) which provides a framework for governments to actively engage in the fight against doping in sport and to reinforce sporting values and ethics. The programme will focus on the administration and monitoring of the Convention, as well as continuing to provide technical assistance, policy advice and financial assistance to States Parties (with priority given to Africa, LDCs and SIDS) from the Fund for the Elimination of Doping in Sport for the implementation of effective anti-doping programmes. New activities will focus on data collection and sharing good practices through the Anti-Doping Database (ADDbase) as well as education and training, particularly among young people and other key target groups.

Former Expected result 2 is deleted and replaced by the following expected result:

### **Expected result 2: Promotion and implementation of the International Convention against Doping in Sport ensured Performance indicators**

<i>Performance indicators</i>
<ul style="list-style-type: none"><li>■ Number of States Parties to the International Convention against Doping in Sport (Benchmark: 175)</li><li>■ Number of projects approved under the Fund for the Elimination of Doping in Sport (Benchmark: 38)</li><li>■ Percentage of States Parties compliant with the International Convention against Doping in Sport (Benchmark: 65%)</li></ul>

Expected result 3 is deleted

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

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

**03029**

Widespread social tensions, violence, and intolerance in connection with accelerated social and political transformations create patterns of social exclusion that threaten the development of a culture of peace. Mobilizing philosophical reflection and critical thinking to enhance understanding of such current and emerging challenges is essential to promoting a culture of peace and non-violence based on a solid framework of fundamental freedoms, human rights, democratic culture, reconciliation and dialogue. MP III will place special emphasis on the role that youth and women can play as agents of change in societies by promoting policies with the view to empowering them to actively engage in their communities in reconciliation and peace processes. MP III will build on previous experience in prevention of violence among youth through South-South–North cooperation, especially in

support of Africa, and through development of good practices and provision of advice to Member States with respect to civic engagement. Knowledge production and research will be supported to better understand the situation of youth and technical assistance will be provided to Member States in developing and reviewing related public policies, including through implementation of the Strategy on African Youth 2009-2013. In this context, emphasis will be put on youth and sport to imbue positive values, foster social inclusion, empower girls and women and develop life skills, as recognized by UN General Assembly resolution 65/4.

*A new paragraph is created after paragraph 03029 to read as follows:*

MP III will work, through critical reflection and philosophy, to favour a culture of peace on the basis of democracy and human rights, promoting social inclusion, participation in democratic processes, reconciliation, better governance and non-violence. In order to foster the development of philosophical knowledge and capacities for critical thinking within contemporary societies spaces of exchange, including events to celebrate World Philosophy Day, will be promoted to benefit from a pluralistic, multicultural and multidisciplinary environment for the reflection on current and emerging challenges, and to reach out to the widest possible audience, in order to mainstream critical and independent thought as envisaged by the Intersectoral Strategy on Philosophy. Partners such as UNESCO Chairs, the academic community and International Network of Women Philosophers, will be actively involved both in producing and in disseminating knowledge.

**03030**

Human rights will be advanced by conceptual development, mainstreaming of human rights within UNESCO's fields of competence into policies and teaching, and training. In partnership with UNESCO Chairs, support will be sought for the mainstreaming of human rights within UNESCO's fields of competence, in relevant areas such as human rights and bioethics, in academic curricula. MP III will also participate as appropriate in the UNESCO's contribution to the drafting of CCAs and the implementation of UNDAFs at the country level. In this context, MP III will advance the integration of a human rights-based approach (HRBA) into programming within the Organization and other partners, especially at the country level. Furthermore, HRBA training will continue to be provided, using ICTs where appropriate, including through increased use of online resources.

*A new paragraph is created after paragraph 03030 to read as follows:*

Within the Priority Gender Equality Action Plan 2008-2013, gender equality is recognized as a fundamental human right, a commonly shared value and a necessary condition for the achievement of the Internationally Agreed Development Goals, including all Millennium Development Goals. MP III will cooperate as appropriate with regional gender research networks and programmes to explore the challenges to women's and girls' enjoyment of human rights in conflict and post-conflict situations, with particular emphasis on the prevention of violence against women and girls and through the development of practical toolkits and training for policy makers to improve the life of women in post-conflict situations. MP III will work with the UNESCO centre in Kinshasa to provide technical support for the establishment of a virtual network and library on gender.

A new Expected result 3 is created:

**Expected result 3: Understanding improved of the implications of social inclusion for the promotion of culture of peace, integrating human rights and democratic principles**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of new teaching programmes on human rights in the fields of competence of the Organization developed by UNESCO Chairs</li> </ul>	<ul style="list-style-type: none"> <li>– 7 teaching programme</li> </ul>
<ul style="list-style-type: none"> <li>■ Number and scale of initiatives for the enjoyment of women’s rights in conflict and post-conflict situations enhanced</li> </ul>	<ul style="list-style-type: none"> <li>– one initiative at regional and four initiatives at national level</li> </ul>
<ul style="list-style-type: none"> <li>■ Number of studies, toolkits, hand-outs, mapping tools and other initiatives on challenges and opportunities related to democracy and reconciliation for building culture of peace, elaborated with and addressed to youth <i>inter alia</i></li> </ul>	<ul style="list-style-type: none"> <li>– 3 taking into account the needs of specific Regions</li> </ul>
<ul style="list-style-type: none"> <li>■ Number of awareness-raising initiatives and of partners and networks involved to sensitize the widest possible audience on current and emerging challenges, notably through the celebration of World Philosophy Day</li> </ul>	

Two new paragraphs are created to read as follows:

UNESCO’s work will be designed to support action by youth in their communities and to reshape the current boundaries of youth civic engagement by promoting, advocating and building capacities of key actors on youth-led social innovation. It will incorporate the development of the necessary knowledge base, including through the involvement of dedicated research networks, and of specific policy elements affecting youth development. UNESCO will promote youth-led social entrepreneurship in Africa, through capacity-building to develop leadership and related soft skills, and by providing support for youth-led community projects. Promoting youth-led democratic participation will be key in supporting continued youth engagement in political and social processes, particularly in transition contexts, and in enabling youth to create innovative new methods of democratic participation involving the most vulnerable and marginalized members of society. Building on the body of knowledge available through the “youth development and violence prevention projects” in Latin America and Africa, UNESCO will also examine the correlation between youth-led social innovation and violence prevention and will support youth led pilot projects on violence prevention in areas affected by violence. The UNESCO Youth Forum will be a central process, enabling youth to share their experiences and develop self-sustained network of youth mentors and actors in social innovation.

Sport is a powerful medium to deliver UNESCO’s messages and programmes, and an important learning tool for young people. Participation in targeted sport programmes can imbue positive values, foster social cohesion and develop life skills. In this respect, sport holds significant potential as a driver for holistic youth development and participation in public and political life. The participation of women in sport successfully challenges negative stereotypes and contributes to women’s civic and political engagement by developing their leadership skills, confidence and capacities. Sport programmes also



have a significant role to play in violence prevention, fighting racism and discrimination, and promoting the inclusion of marginalized groups. By promoting positive lifestyles and offering constructive activities, sport can contribute to reduced levels of violent behaviors, to community cohesion and social integration. A key deliverable will be the development of a cogent analysis of the valuable contributions that sport and physical education make to broad government socio-economic objectives, and for its subsequent implementation by Member States.

*Former expected result 4 is deleted and replaced by the following expected result:*

**Expected result 4: Social change conducive to peace and non-violence promoted through youth-led social innovation and engagement of young women and men in their communities**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number and scale of initiatives enabling youth-led social innovation promoting social cohesion, development, peace and non-violence</li> </ul>	<ul style="list-style-type: none"> <li>– at least 1 national and 1 community youth-led initiatives launched in each region by 2013</li> <li>– at least 1 youth development and prevention of violence project initiated in Africa</li> </ul>
<ul style="list-style-type: none"> <li>■ Level and nature of follow-up of the Youth Forum recommendations by youth and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>– at least 10 initiatives launched or implemented by youth delegates in follow up to the 7th Youth Forum by 2013</li> <li>– 5 youth representation structures initiated at national or community level, including within the National Commissions for UNESCO</li> </ul>
<ul style="list-style-type: none"> <li>■ Increased investment by Member States in sport and physical education programmes that enhance social inclusion and community development</li> </ul>	<ul style="list-style-type: none"> <li>– at least 3 Member States develop or extend programmes to maximize the socio-economic benefits of sport</li> </ul>

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

**03034**

The two priorities that will be at the heart of MLA 3 will be the challenges of social inclusion policies and the emerging social dimensions of global environmental change. The promotion of social inclusion has the potential to federate different areas of policy, such as the fight against discrimination, gender equality, human rights, the inclusion of migrants, youth participation etc. There is a strong correlation between promoting social inclusion as integral to societies that are safer, more stable and just, and the conditions for sustainable economic growth and development. In order to be effective in promoting socially inclusive policies, at the national and local level, there is an opportunity for UNESCO to emphasize an approach to social inclusion that is within the Organization’s fields of competence. Social and economic development, changes in the environment, and the opportunity to live in peace and security, are all inextricably linked in a world facing numerous and profound crises – affecting inter alia freshwater resources, crop and food production, energy, biodiversity loss, climate change, urbanization,

social cohesion and natural disasters. In order to address this global environmental change (GEC), MP III will mobilize its constituencies and academic partners at international and national levels to identify, understand, and enable the effective use of the mechanisms and levers of social practices, societal change and adaptation that are interlinked with knowledge and learning. In response to the need for more scientifically informed policy-making, as identified by the 2010 World Social Science Report, social-science capacity-building is imperative, taking due account of increasingly network-oriented knowledge and policy systems. Activities in this area will draw on the specific resources of the intergovernmental MOST programme, which will place emphasis on encouraging the development and consolidation of policy-relevant knowledge networks in identified substance areas, in connection with strengthening of national and international capacities in the social sciences. If this strengthening is achieved, social transformation is also an opportunity: the skills, capacities, knowledge and infrastructures that reside within the social sciences are integral to driving growth and innovation. In addition to the social sciences, MLA 3 will also mobilize the transformative potential of sport, which can play a major role in building transferable social capital, in addition to its role in promoting peace as recognized by UN General Assembly Resolution 65/4. With this in mind, activities under MLA3 will approach the challenges of social transformation on three axes: thematic, structural and strategic.

*Two new paragraphs are created after paragraph 03035 to read as follows:*

With human mobility, migration, urbanization, internal displacements and resettlement programmes, societies are becoming ever more diverse. Economic, environmental and political crises as well as violent conflicts exacerbate the challenges of Member States and the international community to work towards a shared future of all communities and countries where each individual and group participates and contributes to the economic, social and civic life, and where a culture of peace can form the basis of society. Every individual is entitled to have equal opportunities to participate in a society free of discrimination and other obstacles to fundamental rights. These principles are enshrined in national constitutions and in international laws and other normative instruments. Governments invest in recognizing the value of all human beings by treating all residents equally, securing equal rights to men and women, promoting full participation of youth in society, granting newcomers a clear path to become citizens, combating all forms of discrimination and xenophobia, and investing in measures to achieve this. Accordingly, with the objective of promoting widespread introduction of socially inclusive policies, the Sector's work on social inclusion will be focused on developing a systematic approach to monitor, evaluate and benchmark how social inclusion policies can have a positive impact. The progress on implementing socially inclusive policies would be indicated by reference to how well they incorporate a human rights-based approach and address societal challenges that have a strong impact, such as anti-discrimination, gender equity and prevention of violence, inclusion of vulnerable segments of society, the specificities of migrant inclusion, youth participation and civic engagement.

A society for all: social inclusion as a key goal of social development. The main objective of the activities of the Organization on social inclusion is to support Member States in their efforts towards creating more inclusive, just and sustainable societies. Activities will seek to address emerging challenges of social exclusion and turn those challenges into opportunities for social innovation through better policies and practices. The development of a global policy assessment tool on the basis of a set of indicators on the impact of social inclusion policies will help to identify gaps in national policies on inclusive societies and can present best practices for social inclusion policies as inspiration for improvement. National social science capacities in selected Member States will be reviewed and strengthened to form a basis for improved policy making concerning critical development issues, particularly social inclusion and the promotion of inclusive societies. The power of sport will be promoted as a catalyst for social inclusion and socio-economic development, through the Intergovernmental Committee on Physical Education and Sport (CIGEPS) as well as partnerships with academic institutions, international

sports federations, high profile sport teams and athletes. Internationally agreed indicators on quality physical education and quality physical education teacher training will be developed, in support of the global assessment tool, as well as specific sport and physical education policy tools for Member States. Cities will be supported to adopt policies against racism, discrimination and xenophobia, through the existing Coalitions of Cities against Racism and through UNESCO-Chairs, UN partnerships and with other stakeholders. The policy areas of social inclusion in cities will be extended to include practical measures to promote the inclusion of persons with disabilities and other disadvantaged groups.

Former Expected result 5 is deleted and replaced by the following expected result:

**Expected result 5: Improved capacities and awareness in Member States and at the international level for developing, implementing and monitoring policies that promote social inclusion of all groups in society, especially youth, women, migrants, and people with disabilities**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of national pilot studies for the development of indicators to qualify the impact of social inclusion policies</li> </ul>	<ul style="list-style-type: none"> <li>– <i>a set of indicators gradually developed to evaluate and monitor the impact of social inclusion policies at the national level. The indicators will serve as a benchmark tool for future work on social inclusion</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of national reviews of social science research systems as a basis for improved policy making concerning critical development issues, particularly social inclusion and the promotion of inclusive societies</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least five national reviews in which the social science component is represented, jointly with the natural sciences</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Increased investment by Member States in sport and physical education programmes that enhance social inclusion and community development</li> </ul>	<ul style="list-style-type: none"> <li>– <i>development of internationally agreed indicators on quality physical education and quality physical education teacher training</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of municipalities engaged in the implementation of the regional Coalitions' ten-point action plans against discrimination and quality of reports received</li> </ul>	<ul style="list-style-type: none"> <li>– <i>the current number of cities involved in the existing Coalitions of Cities will be maintained or increased</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Feedback on use and usefulness of social inclusion tool-kits or materials developed for guidance to policy-makers</li> </ul>	

**03036**

Environmental challenges have too often been framed as costs to be borne and technologies to be discovered, which neglects the opportunities and co-benefits associated with serious engagement with their social and human dimensions, as understood through the social and human sciences knowledge base. Furthermore, environmental challenges are too often addressed sectorally, whereas only an integrated policy framework, grounded in an interdisciplinary knowledge base, can do justice to their implications. The contribution of MP III to positive change in this regard will be to encourage more cross-cutting and comprehensive approaches and new agendas within international policy-making that recognize the inherent social and human dimensions of GEC, with particular reference to cities and to environmentally driven migration. Specific attention will be devoted to the gendered aspects of migration in response to environmental change. Emphasis will be put on strengthening social science

capacities at the national level to reinforce the knowledge base required for effective response to the challenges of global environmental change. The contribution of environmental ethics to the expected result will aim at the development of practical tools (such as methodological guidelines, protocols for technical support, online source materials and background information etc.) to support policy design and implementation, with particular reference, in light of MDG 7, to human rights based responses to the distinctive needs of SIDS and LDCs, with specific attention to disaster risk management and to the social, human and ethical dimensions of post-conflict and post-disaster response. In addition to deploying existing intergovernmental programmes (MOST) and expert advisory bodies (COMEST 1), activities will mobilize and work through key social science communities and outlets, including with the International Social Science Council, under its Framework Agreement, in connection in particular with the World Social Science Forum and the World Social Science Report; with the International Council for Philosophy and the Humanistic Sciences, under its Framework Agreement; with relevant networks such as IHDP; with national policy-makers; and with United Nations processes including the UN Task Force on the Social Dimensions of Climate Change, which offers an interagency framework for exchange and collaboration, and Rio + 20 preparation. Activities will thus further feed into follow-up to the 1995 World Summit for Social Development. This effort will engage with the Intersectoral Platforms on Climate Change and on SIDS.

*Former expected result 9 becomes new expected result 6.*

**Expected result 6: International agendas on global environmental change informed and national policy responses enhanced by emphasis on its inherently social and human dimensions, drawing on the contributions of the social and human sciences**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Incorporation of social and human sciences approaches to GEC in international policy agendas, as assessed by the content of the 2012 World Social Science Forum and 2013 World Social Science Report, and by analysis of UN outcome documents</li> </ul>	
<ul style="list-style-type: none"> <li>■ Number of new and existing social science knowledge networks that focus on GEC, including climate change</li> </ul>	<ul style="list-style-type: none"> <li>– 1 new network established, and 1 existing network effectively reoriented</li> </ul>
<ul style="list-style-type: none"> <li>■ Development of policy-relevant tools and guidelines to support national policies to respond to global environmental change</li> </ul>	<ul style="list-style-type: none"> <li>– one set of guideline material developed on the management of environmentally driven migration adoption in two different countries of two policy briefs on ethical climate change responses drafted on the basis of wide-ranging consultation and appropriately designed hybrid peer-review in relevant thematic areas (e.g. vulnerability, gender sensitivity, participation, discounting, policy integration)</li> </ul>

*Former paragraph 03037 and expected result 10 are deleted .*



# MP IV

Culture

# Major Programme IV

## CLT 1

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

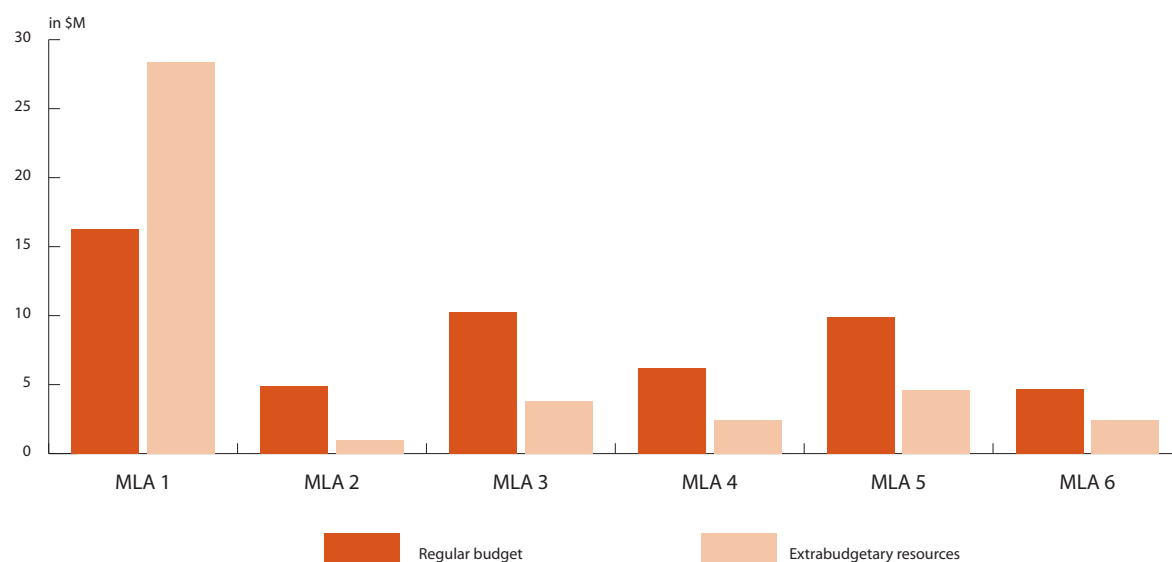
Regular Budget									
Activities/Staff	35 C/5 Approved	Comparative Transfers In/(Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Activities	17 201 000	-	17 201 000	538 900	(665 600)	-	17 074 300	(1 365 900)	15 708 400
Staff	36 548 700	(881 800)	35 666 900	1 666 400	(60 000)	(768 500)	36 504 800	-	36 504 800
<b>Total, Major Programme IV</b>	<b>53 749 700</b>	<b>(881 800)</b>	<b>52 867 900</b>	<b>2 205 300</b>	<b>(725 600)</b>	<b>(768 500)</b>	<b>53 579 100</b>	<b>(1 365 900)</b>	<b>52 213 200</b>

Main Line of Action	Regular Budget			TOTAL 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff			
		Programme related staff	Administrative Support		
	\$	\$	\$	\$	\$
MLA 1 Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention	4 260 800	11 400 600	632 100	16 293 500	28 344 000
MLA 2 Enhancing the protection of cultural property and fighting against traffic in cultural property through the effective implementation of the 1954, 1970 and 2001 Conventions	1 652 200	3 017 800	230 600	4 900 600	994 900
MLA 3 Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention	3 719 600	6 117 400	422 400	10 259 400	3 788 600
MLA 4 Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention	2 181 000	3 739 700	279 600	6 200 300	2 426 300
MLA 5 Promoting the role of culture in development at the global, regional and national levels	2 640 400	6 957 800	322 200	9 920 400	4 566 200
MLA 6 Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence	1 254 400	3 191 000	193 600	4 639 000	2 461 000
<b>Total, Major Programme IV</b>	<b>15 708 400</b>	<b>34 424 300</b>	<b>2 080 500</b>	<b>52 213 200</b>	<b>42 581 000</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

## Distribution of resources

### Total resources (staff and activities)





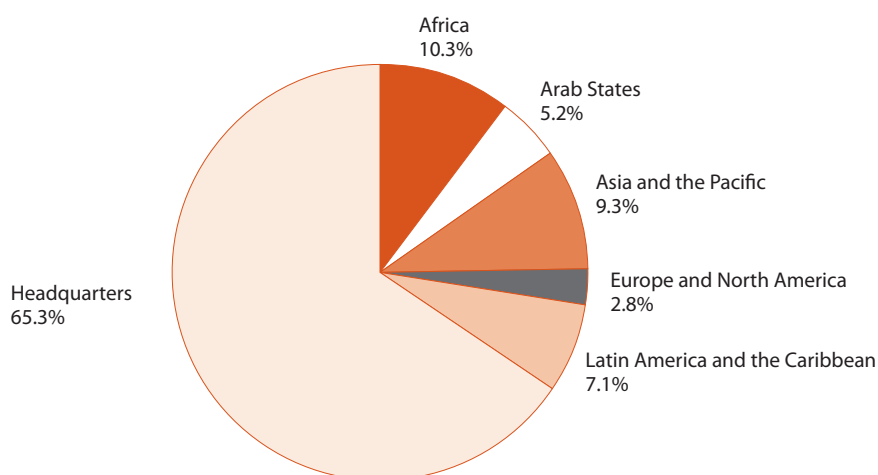
## CLT 2

Decentralization of budget and established posts by implementing region							
Implementing Region / Headquarters	36 C/5 alternative ZNG scenario						
	Activities		Staff			Total	
	\$	Weight	\$	Weight	Posts <sup>(1)</sup>	\$	Weight
Africa	2 283 500	14.5%	3 108 300	8.5%	13	5 391 800	10.3%
Arab States	1 223 300	7.8%	1 490 600	4.1%	5	2 713 900	5.2%
Asia and the Pacific	1 749 200	11.1%	3 119 800	8.5%	14	4 869 000	9.3%
Europe and North America	466 700	3.0%	991 900	2.7%	4	1 458 600	2.8%
Latin America and the Caribbean	1 412 400	9.0%	2 272 400	6.2%	9	3 684 800	7.1%
<b>Total, Field</b>	<b>7 135 100</b>	<b>45.4%</b>	<b>10 983 000</b>	<b>30.1%</b>	<b>45</b>	<b>18 118 100</b>	<b>34.7%</b>
<b>Headquarters</b>	<b>8 573 300</b>	<b>54.6%</b>	<b>25 521 800</b>	<b>69.9%</b>	<b>114</b>	<b>34 095 100</b>	<b>65.3%</b>
<b>TOTAL (Headquarters + Field)</b>	<b>15 708 400</b>	<b>100.0%</b>	<b>36 504 800</b>	<b>100.0%</b>	<b>159</b>	<b>52 213 200</b>	<b>100.0%</b>

(1) In addition to the posts funded from the regular budget, 10 posts are funded from the PSC income.

## Distribution of resources by Region and Headquarters

### Regular budget



## Sector's contribution to Global Priorities

	Indicative resources	% of total activity budget
	\$	%
Global Priority Africa	3 021 500	19.2%
Global Priority Gender Equality	1 475 200	9.4%

## General comments

In the Draft 36 C/5 ZRG version, the Culture Sector's overall budget envelope was \$55.0M. However in the alternative ZNG scenario, where significant cuts had to be made throughout the Organization, the sector's envelope was reduced by \$2.8M to \$52.2M.

The Culture Sector has set aside 8% of its activity budget to implement a number of activities through the six Intersectoral Platforms (IPs), in particular the IP concerning "Promotion of a culture of peace and non-violence". In parallel, in the framework of MLA 6, attention will centre on concrete projects that demonstrate the impact of dialogue in building peaceful and reconciled societies.

As reflected in MLAs 1 to 4, particular emphasis will be placed on the management of cultural conventions; in total these four MLAs will receive 72.1% of the total regular programme resource allocation of the Sector.

The above chart shows the decentralization situation of the total budget of the Sector. Concerning the activity budget only, the rate of decentralization (including WHC) has increased from 44.4% in the 35 C/5 to 45.4% in the alternative ZNG scenario. Priority is given to Africa with a decentralization rate of 14.5%, followed by Asia and the Pacific 11.1%, Latin America and the Caribbean 9.0%, Arab States 7.8% and Europe and North America 3.0%. Additional resource allocations could be made available for post-conflict actions and in the framework of "Delivering as One" which will further strengthen the Sector's operations in the field.

Overall, MP IV benefits from 159 established posts funded from the regular budget and 10 posts funded from programme support cost income, of which 3 are under the World Heritage Center.

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

# Major Programme IV

## Culture

### Introduction

In response to the Executive Board's call for an alternative budget option at its 186th session, the Culture Sector has revised its proposals by reducing the budget from the ZRG scenario by US \$2.8 million on a series of pertinent conclusions concerning MP IV, which flow directly from the decisions and views expressed by the Member States during the last Executive Board session.

First of all, the Sector finds that the required exercise should not lead to attempts to do "the same with less", but to make an effort towards "less with less". The proposal also builds on the paramount need, as expressed by the Executive Board, to protect the Culture Conventions and the related, required work input/resources, and to review existing programmes before embarking upon any new activities. The rate of decentralization is also maintained and at approximately the same level as in the ZRG scenario (45.4 %). The same applies to funding foreseen for Priority Africa and Priority Gender Equality.

It is proposed that reduced budget level translates into MP IV in the following way:

The special Tourism programme – promoting tourism as a vector for sustainable development (under MLA 5) – will be suppressed and efforts in this domain will be concentrated within the ongoing work on the 1972 Convention as well as nascent collaboration with sister UN Agencies. Likewise, the proposed integrated programme on cities will not be pursued, but existing work streams in the context of the Creative Cities network and the historic urban landscapes will be maintained.

Moreover, *Museum International* will be suppressed (staff redeployed), while market testing for other publishing modalities will be undertaken in parallel. With a view to limiting the reduction of funds for the Culture Conventions (and in the case of the 1970 Convention to increase the funds) to the extent possible, it is proposed to reduce the activity resources foreseen for MLA 5: "Promoting the role of culture in development at global, regional and national levels" by some US \$650,000. Several identified activities, especially under MLA 6: "Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence", can only be implemented if extra-budgetary sources will be forthcoming. Among these are the Arabia Plan and the intersectoral programme on Tagore, Neruda and Césaire for a reconciled universal.

With regard to staff costs, no new posts will be created under the Regular Programme during 2012-2013 and the number of staff figuring in the list for proposed reclassification list will be reduced. Post CLT-276 (P-4) will be suppressed following the incumbent's retirement and internal redeployments will be necessary in order to

continue to reinforce the 1970, 1972, 2003 and 2005 Conventions. This will diminish the human resources in other parts of the sector.

In consequence of this, the former expected results 19 and 23 have been suppressed (MLA 5 and 6 respectively) with corresponding adjustments to the related former expected result 24.

The overall result of these proposals is a tighter – but less rich – Programme, in particular as regards MLA 5 and 6. A logical conclusion would be to merge these two MLAs (subject to a decision by the Governing Bodies).

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## Reinforcing impact in 2012-2013

**04007**

With a view to increasing focus and concentration of the programme, the implementation modalities of certain activities will be reoriented or discontinued. For example, work to promote the crafts industries will be undertaken exclusively in the field, with Headquarters providing a coordinating function. In the same vein, while the sector will be fully involved in the development of a house-wide policy on indigenous peoples, operational activities will be primarily devolved to the field, with Headquarters undertaking a coordination role. The tourism programme will be scaled back and limited to the work undertaken under the World Heritage Convention, the intellectual cooperation with UNWTO and the inputs of the Handicrafts programme. The subprogramme on interreligious dialogue will also be scaled down and integrated into Organization wide work on dialogue. Agreements with NGOs and specialized regional institutions will be evaluated and new functional modalities considered, as will the arrangements for implementing the Award for Excellence in Handicrafts. Finally, the journal, *Museum International*, will be discontinued and alternative methods of production market tested.

**04020**

In order to maximize the impact and visibility of programmatic priorities, emphasis will be placed on expanding the sector's network of strategic technical, professional and financial partnerships with key stakeholders including donor countries, development banks, regional ministerial fora, civil society, the private sector, IGOs, NGOs and cultural institutions to enlarge support for culture, harnessing its capital for development and peace. In particular, a new Global Partnership for Museums, will seek to involve museums and related institutions as vital partners in the implementation of cultural policies for sustainable development. Major Programme IV will contribute to UNESCO's partnership with the United Nations Alliance of Civilizations as embodied in the Memorandum of Understanding signed in May 2010, through a series of concrete actions on the ground. National Commissions will continue to be the Sector's natural privileged partners for programme implementation:

**04021**

Foresight capacities will focus on identifying challenges and new trends in priority areas and outreach efforts will be scaled up to better communicate the cultural dimension of development, including through UNESCO's participation in the 2012 United Nations Conference on Sustainable Development and other relevant international fora. This will include high impact initiatives such as the development of a global Knowledge Management Data Base on Culture and Development to serve as the international platform and world reference.

**04024**

Activities carried out under the two biennial sectoral priorities will be largely financed through the regular programme, complemented as necessary by extrabudgetary funds. However, certain activities will only be possible if extrabudgetary resources are available. These are clearly identified in the expected results.

## Biennial Sectoral Priority 1: Protecting and promoting heritage and cultural expressions

### Main line of action 1: Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention

**04049** Action to promote under-represented regions and categories of heritage will be pursued, including cooperation between States Parties in the preparation of transnational nominations, as a direct contribution to dialogue, as well as by helping States Parties to build institutional and individual capacities. For this purpose, training workshops will be held and collaboration will be undertaken with the growing network of category 2 centres. The various processes of the 1972 Convention will continue to be integrated into a comprehensive information and knowledge management system for greater efficiency and effectiveness in the implementation of the Convention.

**04051** With regard to post-conflict and post-natural disaster countries, efforts will be made to target assistance specifically to the countries affected, by taking cultural factors into account in reconciliation and reconstruction processes under initiatives launched by the United Nations. The network of partners will also be expanded to civil society organizations, including the private sector. The biennium will include the celebration of the 40th Anniversary of the World Heritage Convention and the adoption of reforms to the statutory processes arising from the reflections on the “future” of the World Heritage Convention begun in the previous biennium. With a view to increasing awareness about heritage protection and conservation, the sharing of information and knowledge with public and civil society partners will be enhanced through the website and targeted publications, including the World Heritage Review.

#### Expected results at the end of the biennium:

##### Expected result 1: The 1972 World Heritage Convention effectively implemented

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Effective support to the governing bodies, and to the implementation of the World Heritage Convention</li> </ul>	<ul style="list-style-type: none"> <li>– 2 ordinary Committee sessions and 1 General Assembly session</li> <li>– adoption of the reformed implementation procedures</li> </ul>
<ul style="list-style-type: none"> <li>■ Integrated and comprehensive information and knowledge management system further developed and used by visitors</li> </ul>	<ul style="list-style-type: none"> <li>– 20% increase in the number of visitors to the WHC website</li> </ul>



<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Under-represented countries, regions or categories better represented on the World Heritage List</li> </ul>	<ul style="list-style-type: none"> <li>– 5 successful nominations from under-represented countries, regions or categories</li> <li>– 5 States Parties prepare and submit their first Tentative List; 30 States Parties revise their Tentative List</li> <li>– 2 countries ratify the Convention</li> </ul>

**Expected result 3: Cultural and natural heritage protection and promotion strengthened, especially in Africa, in post-conflict and post-disaster situations, in small island developing States (SIDS) and least developed countries (LDCs)**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Operational conservation projects implemented with relevant experts/partners in priority regions and countries and for properties on the Danger List</li> </ul>	<ul style="list-style-type: none"> <li>– removal of 3 properties from the List of World Heritage in Danger</li> <li>– 6 conservation projects in priority regions and countries</li> <li>– 6 new partnerships for World Heritage conservation</li> </ul>
<ul style="list-style-type: none"> <li>■ Capacity of States Parties and other stakeholders developed through innovative partnerships</li> </ul>	<ul style="list-style-type: none"> <li>– at least 300 people trained</li> <li>– partnerships with category 2 centres in all regions</li> </ul>
<ul style="list-style-type: none"> <li>■ Promotional and awareness-raising activities undertaken with key stakeholders enhance the visibility of the Convention</li> </ul>	<ul style="list-style-type: none"> <li>– 40th Anniversary of the 1972 Convention celebrated</li> <li>– 6 awareness-raising activities, including 3 in Africa and/or SIDS</li> </ul>

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

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

**Expected result 4: Protection of cultural properties through the effective implementation of the 1954 Convention and its two Protocols enhanced**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ New States Parties to the Convention and its two Protocols</li> </ul>	<ul style="list-style-type: none"> <li>– 6 new ratifications of either the 1954 Convention or its Protocols (at least 2 in Africa)</li> </ul>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Effective support to meetings of High Contracting Parties to the Convention, of the Parties to the Second Protocol, as well as of the Second Protocol Intergovernmental Committee</li> </ul>	<ul style="list-style-type: none"> <li>– 2 ordinary meetings of the Second Protocol Intergovernmental Committee, and 1 meeting of the High Contracting Parties to the Hague Convention</li> <li>– 1 meeting of the Parties to the Second (1999) Protocol</li> <li>– 6 sites granted enhanced protection by the Second Protocol Intergovernmental Committee</li> </ul>
<ul style="list-style-type: none"> <li>■ Enhanced awareness-raising within the military and cultural heritage professionals</li> </ul>	<ul style="list-style-type: none"> <li>– 10% increase in the number of visitors to the website</li> <li>– publication of the French version of the Article by Article Commentary on the 2nd Protocol</li> <li>– 1 workshop for African countries with special focus on gender</li> </ul>

**Expected result 5: Effective implementation of the 2001 Convention encouraged and international cooperation for the preservation of the underwater cultural heritage increased**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Adherence of new States Parties to the Convention</li> </ul>	<ul style="list-style-type: none"> <li>– 6 new States Parties, at least one in Africa</li> </ul>
<ul style="list-style-type: none"> <li>■ Effective support for statutory, scientific and technical meetings</li> </ul>	<ul style="list-style-type: none"> <li>– 1 session of the Meeting of States Parties</li> <li>– 2 meetings of the Scientific and Technical Advisory Body</li> <li>– 2 meetings of the working group on the Operational Guidelines</li> </ul>
<ul style="list-style-type: none"> <li>■ Capacity-building, awareness-raising activities and adaptation of national legislations in Member States</li> </ul>	<ul style="list-style-type: none"> <li>– 2 regional training workshops and 2 regional awareness-raising meetings</li> <li>– web-based global training tool created</li> <li>– new public and youth website launched</li> </ul>

**Expected result 6: Implementation of the 1970 Convention made effective and reinforced, and measures enabling the fight against the illicit import, export and transfer of ownership of cultural property strengthened**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ New States Parties to the 1970 Convention</li> </ul>	<ul style="list-style-type: none"> <li>– 8 to 10 new ratifications for the 1970 Convention (2 for each regional group)</li> </ul>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Increased understanding and awareness of UNESCO policy on fighting illicit traffic</li> </ul>	<ul style="list-style-type: none"> <li>– 4 to 5 publications and update or creation of a new web-site on illicit traffic and restitution</li> <li>– 3 to 4 documentaries and clips produced</li> <li>– 3-5 region-specific awareness-campaigns</li> </ul>
<ul style="list-style-type: none"> <li>■ Effective support to meetings of States Parties to the 1970 Convention and capacity-building sessions efficiently organized and implemented</li> </ul>	<ul style="list-style-type: none"> <li>– 1 meeting of States Parties to the Convention and 8 to 10 workshops (1 to 2 workshops by region)</li> <li>– 1 ordinary session of the Intergovernmental Committee for Promoting the Return of Cultural Property towards Countries of Origin or its Restitution in Case of Illicit Appropriation</li> </ul>
<ul style="list-style-type: none"> <li>■ New national legislations, import/export certificates for cultural property, translation of national laws and certificates, examples of successful return cases of cultural property</li> </ul>	<ul style="list-style-type: none"> <li>– 20 new national legislations, 4 national legislations updated or adopted, 10 import/export certificates for cultural property and 50 translations of national laws and certificates</li> <li>– 50 examples of successful return cases of cultural property</li> </ul>

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

**04057**

While pursuing additional ratifications, particular focus will be placed on building capacities in Member States in order to strengthen implementation of the Convention at the national level, with particular regard to the identification of intangible cultural heritage and to the legislative and administrative safeguarding framework to be put in place. Special attention will be paid in that regard to the role of women and young people, to whom training will be provided as a priority in order to enhance their involvement in all safeguarding activities. The collection, analysis and dissemination of best practices will continue to be a main area of action.

#### **Expected Results at the end of the biennium:**

##### **Expected result 7: Safeguarding of the intangible cultural heritage enhanced through the effective implementation of the 2003 Convention**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of States Parties to the Convention increased</li> </ul>	<ul style="list-style-type: none"> <li>– 10 new States Parties to the Convention</li> </ul>
<ul style="list-style-type: none"> <li>■ International assistance-funded safeguarding activities effectively implemented and best practices for public awareness and strengthened safeguarding capacities promoted</li> </ul>	<ul style="list-style-type: none"> <li>– 20 international assistance-funded safeguarding activities implemented and 10 best practices promoted</li> </ul>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Partnerships strengthened with other intergovernmental organizations within and outside the United Nations system, civil society, and the private sector</li> </ul>	<ul style="list-style-type: none"> <li>– <i>participation and involvement in 3 major international events</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Participation of communities, practitioners, NGOs, non-profit making organizations, experts and centres of expertise facilitated in the implementation of the Convention</li> </ul>	<ul style="list-style-type: none"> <li>– <i>200 additional entries in a database of NGOs, non-profit making organizations, experts and centres of expertise</i></li> <li>– <i>gender parity in the number of experts</i></li> </ul>

**Expected result 8: The role of the governing bodies of the 2003 Convention strengthened, particularly through the effective organization of the statutory meetings**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Meetings of the statutory bodies, the subsidiary body and consultative body for the examination of nomination files for the statutory lists effectively organized</li> </ul>	<ul style="list-style-type: none"> <li>– <i>5 meetings of the statutory bodies, 4 examination meetings for advisory services and 2 information meetings</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Participation increased in the statutory meetings by developing country experts and civil society representatives</li> </ul>	<ul style="list-style-type: none"> <li>– <i>10% increase in the number of developing country experts attending Committee meetings</i></li> <li>– <i>10% increase in the number of civil society organizations attending Committee and General Assembly meetings</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Requests for international assistance from the Intangible Cultural Heritage Fund, nominations to the Urgent Safeguarding List and to the Representative List, as well as proposals to the Register of Best Practices processed effectively</li> </ul>	<ul style="list-style-type: none"> <li>– <i>30 international assistance requests processed (including preparatory assistance), 10 from under-represented countries</i></li> <li>– <i>75 nominations and proposals processed (Urgent Safeguarding List, Representative List and Register of Best Practices), 20 from under-represented countries</i></li> </ul>

**Expected result 9: The national safeguarding capacities of Member States in particular of developing countries, strengthened**

<i>Indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Human and institutional capacities in the field of intangible cultural heritage developed and/or strengthened</li> </ul>	<ul style="list-style-type: none"> <li>– <i>Human and institutional capacities reinforced in 50 States, with gender parity among the beneficiaries of human resource strengthening</i></li> </ul>
<ul style="list-style-type: none"> <li>■ National policies for intangible cultural heritage developed and/or strengthened-</li> </ul>	<ul style="list-style-type: none"> <li>– <i>policy efforts supported in 30 States</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Information and promotional materials produced and disseminated via knowledge management system, including those targeting youth and women</li> </ul>	<ul style="list-style-type: none"> <li>– <i>5 information materials produced and 20% increase in number of visitors to the website</i></li> </ul>

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

**Expected result 11: Policies, measures and programmes pertaining to the 2005 Convention supported and strengthened at the national, regional and international levels**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of national authorities supported in developing and/or strengthening of national policies</li> </ul>	<ul style="list-style-type: none"> <li>– 10 technical assistance missions undertaken, including 2 in Africa, LDCs and/or SIDS</li> </ul>
<ul style="list-style-type: none"> <li>■ Develop and maintain online database of experts to respond to requests for technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>– 30 experts included in online database, including at least one-third women</li> </ul>

**Expected result 12: Information and best practices on the protection and promotion of diversity of cultural expressions identified, disseminated and shared with States Parties to the 2005 Convention**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Analysis of the periodic reports provided by State Parties</li> </ul>	<ul style="list-style-type: none"> <li>– 60 Parties periodic reports received and analysed, including from a gender perspective</li> </ul>
<ul style="list-style-type: none"> <li>■ Collection and dissemination of best practices</li> </ul>	<ul style="list-style-type: none"> <li>– 20 best practice cases, including 25% relating to women</li> </ul>
<ul style="list-style-type: none"> <li>■ Development and reinforcement of Convention related online knowledge management resources and tools</li> </ul>	<ul style="list-style-type: none"> <li>– 20% increase in the number of visitors</li> </ul>

**Expected result 13: The role of culture in sustainable development fostered through creative and cultural industries**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Development of UNESCO Culture for Development Indicator Suite</li> </ul>	<ul style="list-style-type: none"> <li>– 10 countries testing and implementing Indicator Suite</li> </ul>
<ul style="list-style-type: none"> <li>■ Policy-making, data collection, and partnership tools for the cultural and creative industries</li> </ul>	<ul style="list-style-type: none"> <li>– 5 UNESCO tools for governments, researchers and cultural entrepreneurs</li> </ul>

## **Biennial sectoral priority 2: Advocating the inclusion of culture**

and intercultural dialogue in development policies to foster a culture of peace and non-violence

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

**04068** UNESCO will capitalize on the results of its advocacy work undertaken at the international level during 2010-2011 to gain acknowledgement of the importance of culture to the achievement of the MDGs and, more generally, development, as set out in the outcome document of the High-Level Plenary Meeting on the Millennium Development Goals (MDGs) (New York, September 2010) and United Nations General Assembly resolution 65/166 adopted on 20 December 2010. It will continue its advocacy work in order to broaden strategic institutional and operational partnerships and to strengthen the participation and commitment of development actors, especially donor countries, development banks, international and non-governmental organizations, the private sector and civil society. Efforts to ensure that culture forms part of an integrated United Nations system approach to development, as a “missing link” in the development equation as determined by the MDGs, will be pursued.

**04069** Such advocacy, coupled with standard-setting action under Major Programme IV, operational cultural projects conducive to sustainable development, activities linked to intercultural dialogue, peace and international partnerships, will be pursued in order to consolidate worldwide commitment to the important ties between culture and development at the Rio+20 Summit in 2012 and other relevant international fora.

**04072** UNESCO will continue its work to create an environment conducive to the emergence of cultural and creative industries and their impact on the economic development of developing countries in cultural and artistic fields in which UNESCO's expertise has been acknowledged. This relates to books and translation, in particular through the World Book Capital and Index Translationum activities, and to crafts through the Award of Excellence and the Design 21 programme. A third Forum on Culture and Cultural Industries will be organized, financed through extrabudgetary resources.

**04073** Initiatives to promote sustainable development in cities, in a world context of growing urbanization will further explore the challenges relating to the preservation of the heritage under MLA 1 to the ecological and social balance of embedded urban communities, and to the fostering of cities as vanguards of creativity, innovation and technology so as to increase their contribution to sustainable development. To this end, the Creative Cities Network, will be further developed to better capitalize on cities as major partners in achieving results.

*The former paragraph 04074 is deleted*

**04074** The new Global Partnership for Museums project will mobilize major scientific and technical stakeholders and development partners in order to promote and strengthen the role of museums as social, educational and economic actors, particularly in Africa and in the least developed countries. The goal will be to build their capacities in the fields of (i) heritage safeguarding, (ii) raising awareness of cultural diversity, and (iii) economic entrepreneurship in local crafts, cultural industries and cultural tourism. The project will draw on successful experiments and on quantitative and qualitative studies in formulating projects with formative and multiplier effects.



## Expected results at the end of the biennium:

### Expected result 14: Approaches to culture and development clarified in order to guide and assist Member States in devising inclusive development policies

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Definitions, concepts, and approaches related to Culture and Development formulated</li> </ul>	<ul style="list-style-type: none"> <li>– at least one expert meeting convened</li> <li>– at least two research papers and two policy papers produced</li> <li>– at least one comprehensive document produced to guide and assist Member States</li> </ul>

### Expected result 15: The role of culture in sustainable development better integrated into international development policies and within United Nations common country programming exercises in order to reinforce social inclusion and community cohesion, human development and economic growth

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ The role of culture in sustainable development acknowledged in international development policies</li> </ul>	<ul style="list-style-type: none"> <li>– at least 2 strategic partnerships promoting the role of culture in sustainable development established with international development entities and/or United Nations agencies</li> <li>– the role of culture for development addressed at the Rio+20 Conference in 2012</li> <li>– UNESCO culture and development indicators translated in 3 languages, tested in 10 countries and disseminated internationally</li> <li>– cultural indicators identified and provided to international development institutions for inclusion in their indexes</li> </ul>
<ul style="list-style-type: none"> <li>■ Culture integrated in United Nations joint programming exercises, including UNDAFs</li> </ul>	<ul style="list-style-type: none"> <li>– 10 UNDAFs integrating culture, gender equality and human rights</li> <li>– culture-inclusive UNDAF database established</li> <li>– 18 joint programmes implemented and completed and related knowledge management established (extrabudgetary resources)</li> <li>– 4 strategic partnership agreements signed and implemented with international development entities and United Nations agencies</li> <li>– 3 culturally appropriate and gender responsible policies and actions supported in the field of HIV and AIDS and maternal health</li> </ul>
<ul style="list-style-type: none"> <li>■ United Nations entities and Member States contribute to technical meetings on Culture and Development</li> </ul>	<ul style="list-style-type: none"> <li>– 4 regional and/or thematic experts meetings conducted</li> <li>– conclusions adopted globally</li> </ul>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Advocacy, outreach and monitoring on the role of culture in development</li> </ul>	<ul style="list-style-type: none"> <li>– 2 UNESCO publications produced and at least 1 contribution to a United Nations publication</li> <li>– 2 UNESCO monitoring tools on linguistic diversity (notably endangered languages and translation flows) are consolidated (extrabudgetary resources)</li> <li>– networks of professionals and development actors reinforced</li> </ul>
<ul style="list-style-type: none"> <li>■ Cultural diversity and intercultural dialogue principles in regional policy agendas and United Nations priorities</li> </ul>	<ul style="list-style-type: none"> <li>– at least one contribution to joint initiatives of the IASG with the United Nations Forum on Indigenous Issues, to the Decade on Education for Sustainable Development, and another to EDUCAIDS</li> <li>– at least one paper on culturally-appropriate strategies to fight gender-based violence produced with indigenous women's associations</li> </ul>

### **Expected result 16: Contributions of cities to sustainable development enhanced**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Strengthened cooperation between cities in industrialized and developing countries</li> </ul>	<ul style="list-style-type: none"> <li>– at least 10 new cities, including 6 in Africa, the Arab States, the Caribbean and the Pacific, become members of the Creative Cities Network</li> <li>– 5 network activities designed to strengthen awareness of cities' role in economic, social and cultural development</li> </ul>
<ul style="list-style-type: none"> <li>■ Artistic and cultural activities in cities in developing countries contribute to development</li> </ul>	<ul style="list-style-type: none"> <li>– 5 festivals in Africa</li> <li>– 5 other activities in Africa or other regions</li> </ul>

### **Expected result 17: Activities in the fields of books, translation and crafts promoted**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Links between handicrafts, design and tourism strengthened in developing countries</li> </ul>	<ul style="list-style-type: none"> <li>– craftspeople winning the UNESCO Award of Excellence for crafts in 3 regions and in 5 subregions</li> <li>– initiatives to train craftswomen in at least 3 regions</li> <li>– young designers taking part in competitions organized under Design 21 (extrabudgetary resources)</li> </ul>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ The role of the book and measures to promote translations through the global database strengthened</li> </ul>	<ul style="list-style-type: none"> <li>– initiatives to promote books in 5 developing countries</li> <li>– two cities selected as World Book Capital</li> <li>– number of countries providing data to the Index Translationum</li> </ul>

**Expected result 18: Social, economic and educational roles of museums as vectors for sustainable development and intercultural dialogue promoted and capacity-building in this area strengthened, in particular in developing countries**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Development of partnerships for museums in Africa and LDCs</li> </ul>	<ul style="list-style-type: none"> <li>– 3 new partnerships and 3 High-Level Regional meetings</li> <li>– 4 operational projects</li> </ul>
<ul style="list-style-type: none"> <li>■ Educational role of museums strengthened to attract new public, men, women, boys and girls</li> </ul>	<ul style="list-style-type: none"> <li>– 4 operational projects</li> </ul>
<ul style="list-style-type: none"> <li>■ Inventories, basic conservation, security and store-rooms improved</li> </ul>	<ul style="list-style-type: none"> <li>– 5 customized training activities with emphasis on Africa and LDCs</li> <li>– 5 inventories</li> <li>– 2 multi-language pedagogical tools</li> </ul>

*The former expected result 17 is deleted*

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

**04079**

A new initiative, Heritage and Dialogue, will seek to develop new approaches to complex issues through the creation of subregional working groups on heritage management, conservation and promotion. Covering World Heritage, intangible heritage, cultural industries, museums and cultural institutions, the expert groups will: exchange information and experiences on heritage policies and management; promote conservation and management of heritage in the region; promote understanding of the significance of heritage for the different communities involved; address issues that may arise from practices of heritage; promote joint initiatives for the nomination, conservation, management and promotion of heritage in the region; and promote training and capacity-building and exchanges between professionals. The working groups will be composed of technical experts designated by each Member State involved in the process. The working groups will have a permanent character and will meet periodically to address specific issues, facilitated by UNESCO.

## ■ Expected results at the end of the biennium:

### Expected result 19: Heritage promoted as a vector of dialogue, cooperation and mutual understanding, especially in post-conflict countries

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ At least 5 subregional expert working groups established</li> </ul>	<ul style="list-style-type: none"> <li>– at least one meeting per group</li> <li>– one action plan per group</li> </ul>

### Expected result 20: Promotion and use of the general and regional histories published by UNESCO strengthened, for educational purposes

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Teaching and information materials based on the General and Regional Histories</li> </ul>	<ul style="list-style-type: none"> <li>– 2 promotional events in different regions, in particular an event highlighting women's role in history</li> <li>– 2 sets of teaching and information materials</li> </ul>
<ul style="list-style-type: none"> <li>■ Integration of contents based on the General History of Africa into school curricula (depending on availability of extrabudgetary funds)</li> </ul>	<ul style="list-style-type: none"> <li>– 3 content components for primary and secondary schools in Africa and 3 teachers' guides</li> </ul>

### Expected result 21: Knowledge of the slave trade, slavery and the African diaspora enhanced

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Teaching materials on the slave trade and slavery developed and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>– 2 sets of teaching and awareness-raising materials</li> </ul>
<ul style="list-style-type: none"> <li>■ Scientific studies on the slave trade, cultural heritage and itineraries of memory linked to the slave trade and slavery strengthened</li> </ul>	<ul style="list-style-type: none"> <li>– 2 studies on the slave trade and on sites of memory</li> </ul>

*The former expected result 21 is deleted*

### Expected result 22: Conditions, capacities and arrangements for intercultural dialogue and a culture of peace strengthened locally, nationally and regionally

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Multidisciplinary initiatives contributing to the intersectoral programme "Rabindranath Tagore, Pablo Neruda and Aimé Césaire for a Reconciled Universal"</li> </ul>	<ul style="list-style-type: none"> <li>– 2 initiatives and audiences targeted for the promotion of a reconciled universal in educational, scientific and cultural environments(extrabudgetary)</li> </ul>

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Improved knowledge of cultural interaction between the Arab-Muslim world and the rest of the world</li> </ul>	<ul style="list-style-type: none"> <li>– 2 activities of the Arabia Plan focused on youth and dialogue (extrabudgetary)</li> </ul>
<ul style="list-style-type: none"> <li>■ Living cultures and artistic expressions foster social cohesion</li> </ul>	<ul style="list-style-type: none"> <li>– steps taken in at least 5 countries to act on the Seoul Agenda</li> <li>– 3 new DREAMS Centres</li> </ul>
<ul style="list-style-type: none"> <li>■ Strengthening of intercultural skills/ competences as prerequisites for sustainable dialogue</li> </ul>	<ul style="list-style-type: none"> <li>– guidelines and pedagogical materials developed and disseminated within networks and to UNESCO's partners</li> </ul>



**MP V**

**Communication and information**



# Major Programme V

## CI 1

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

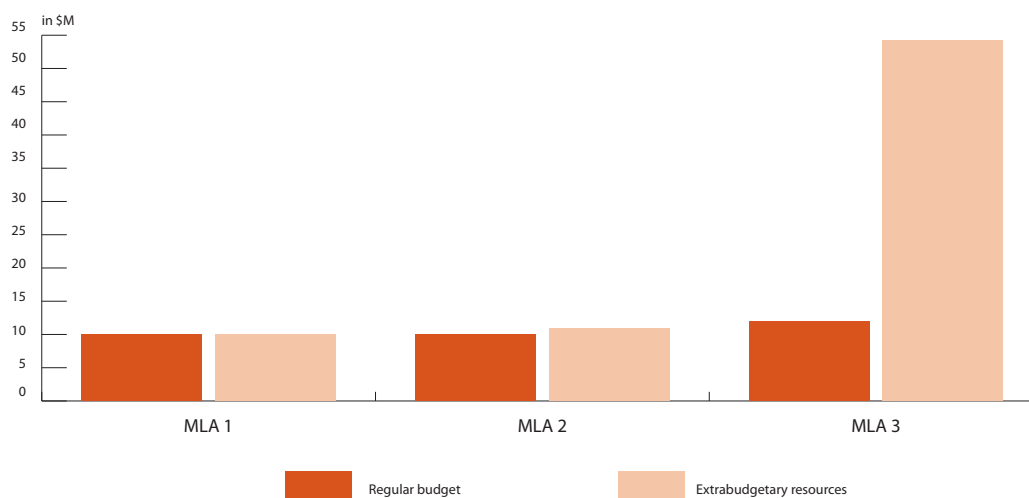
Regular Budget									
Activities / Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	36 C/5 before contribution to Intersectoral Platforms	Contribution to Intersectoral Platforms	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Activities	13 108 800	-	13 108 800	427 300	(1 082 400)	-	12 453 700	(996 300)	11 457 400
Staff	20 049 200	-	20 049 200	1 064 800	(149 400)	(432 100)	20 532 500	-	20 532 500
<b>Total, Major Programme V</b>	<b>33 158 000</b>	<b>-</b>	<b>33 158 000</b>	<b>1 492 100</b>	<b>(1 231 800)</b>	<b>(432 100)</b>	<b>32 986 200</b>	<b>(996 300)</b>	<b>31 989 900</b>

Main Line of Action		Regular Budget			TOTAL 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
		Activities	Staff			
			Programme related staff	Administrative Support		
	\$	\$	\$	\$	\$	
MLA 1	Promoting an enabling environment for freedom of expression in order to foster development, democracy, and dialogue for a culture of peace and non-violence	3 675 000	5 998 200	372 700	10 045 900	9 975 100
MLA 2	Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development	3 545 000	6 150 000	372 700	10 067 700	10 826 200
MLA 3	Supporting Member States in empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage	4 237 400	7 266 200	372 700	11 876 300	54 186 900
<b>Total, Major Programme V</b>		<b>11 457 400</b>	<b>19 414 400</b>	<b>1 118 100</b>	<b>31 989 900</b>	<b>74 988 200</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

## Distribution of resources

### Total resources (staff and activities)

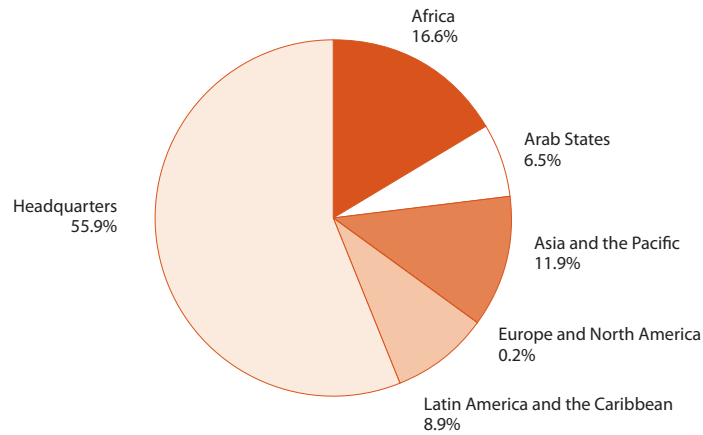


Decentralization of budget and established posts by implementing region							
Implementing Region / Headquarters	36 C/5 alternative ZNG scenario						
	Activities		Staff			Total	
	\$	Weight	\$	Weight	Posts <sup>(1)</sup>	\$	Weight
Africa	2 286 000	20.0%	3 030 300	14.8%	13	5 316 300	16.6%
Arab States	901 000	7.9%	1 187 600	5.8%	5	2 088 600	6.5%
Asia and the Pacific	1 699 000	14.8%	2 092 000	10.2%	8	3 791 000	11.9%
Europe and North America	63 000	0.5%	–	–	–	63 000	0.2%
Latin America and the Caribbean	1 353 000	11.8%	1 502 000	7.3%	6	2 855 000	8.9%
<b>Total, Field</b>	<b>6 302 000</b>	<b>55.0%</b>	<b>7 811 900</b>	<b>38.0%</b>	<b>32</b>	<b>14 113 900</b>	<b>44.1%</b>
<b>Headquarters</b>	<b>5 155 400</b>	<b>45.0%</b>	<b>12 720 600</b>	<b>62.0%</b>	<b>57</b>	<b>17 876 000</b>	<b>55.9%</b>
<b>TOTAL (Headquarters + Field)</b>	<b>11 457 400</b>	<b>100.0%</b>	<b>20 532 500</b>	<b>100.0%</b>	<b>89</b>	<b>31 989 900</b>	<b>100.0%</b>

(1) In addition to the posts funded from the regular budget, 6 posts are funded from the PSC income.

### Distribution of resources by Region and Headquarters

#### Regular budget



### Sector's contribution to Global Priorities

	Indicative resources	% of total activity budget
	\$	%
Global Priority Africa	2 314 000	20.2%
Global Priority Gender Equality	3 313 000	28.9%

### General comments

In the 36 C/5 ZRG version, the Communication and Information Sector's overall budget envelope was \$33.8M. However in the alternative ZNG scenario, where significant cuts had to be made throughout the Organization, the sector's envelope was reduced by \$1.8M to \$32.0M.

The Communication and Information Sector has set aside 8% of its activities budget as a contribution towards the six intersectoral platforms. The remaining envelope has been assigned to three MLAs.

The above chart shows the decentralization situation of the total budget of the Sector. With regard to the activities budget only, the decentralization rate has increased from 54.1% in the 35 C/5 to 55.0% in the alternative ZNG scenario. The proposed decentralization stresses the importance given to the Africa region with 20% of the activities budget, followed by Asia and the Pacific with 14.8%, Latin America and the Caribbean with 11.8%, Arab States with 7.9% and Europe and North America with 0.5%.

Major Programme V benefits from 89 established posts funded from the regular budget and 6 posts funded from the PSC income.

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

# Major Programme V

## Communication and information

The alternative budget scenario of Major Programme V is based on an overall budget envelope of US \$32 million, which represents a reduction of US \$1.8 million from the real growth budget scenario (ZRG) presented to the 186th session of the Executive Board. As regards the decentralization rate, the overall budget breakdown between Headquarters (45%) and the Field (55%) was maintained at the same level proposed in the ZRG scenario. The same applies to the funds foreseen for the two global priorities – Africa and Gender Equality.

The shortfall in the budget was offset to a certain extent with the abolishment and downgrading of posts of staff retiring in 2011 and 2012, and the postponement of reclassification of certain posts planned initially in the ZRG scenario. The merger of two Divisions into Freedom of Expression and Media Development Division, to avoid duplication of functions and bring about further cohesion of the programme, resulted in releasing funds of a Director's post for programme activities.

As such, the biennial sectoral priorities and related main lines of action for Major Programme V remained as approved by the Executive Board at its 186th session and no substantial changes have been introduced in the narrative of this volume.



**UNESCO Institute  
for Statistics (UIS)**

**Intersectoral platforms**

**Field Office implementation of  
decentralized programmes**

**Supplementary funding for the  
Field Network Reform**

# UNESCO Institute for Statistics (UIS)

## UIS

Regular Budget							
Activities	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$
UNESCO Institutes for Statistics	9 128 600	-	<b>9 128 600</b>	240 600	(240 600)	-	<b>9 128 600</b>

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2011-2013 (36 C/5)" under Technical Note and Annexes.

*There are no changes in the narrative of Volume 2 for the UNESCO Institute for Statistics.*



# Intersectoral Platforms

**IP**

Regular Budget								
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Contribution from the 5 Major Programmes to the Intersectoral platforms	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$	\$
Intersectoral platforms	-	-	-	-	-	-	7 123 700	7 123 700

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

## Introduction

**07001** Intersectoral platforms will address contemporary issues in a problem-oriented and innovative mode, from either thematic or coordinating points of view. The intersectoral and interdisciplinary dimensions of UNESCO’s action are reflected in the translation of the key strategic programme objectives of document 34 C/4 into 12 intersectoral platforms, which were launched during the 2008-2009 biennium. The intersectoral platforms are conceived as a modality to enhance the quality, coherence and relevance of UNESCO’s programme design and delivery. By delivering action in a concerted multi-sector manner, the Organization can capitalize on one of its principal comparative advantages in the multilateral system. Moreover, the platforms provide a gateway for delivering as “One UNESCO” at the global, regional and country levels, working across sectoral frontiers, based on commonly defined objectives, jointly agreed strategies and platform-specific results.

**07002** For its part, the Executive Board at its 185th session endorsed the formation of six intersectoral platforms in areas of convergence of different Major Programmes, which allow an exchange of ideas and a more flexible programme delivery enhancing value and impact. These platforms will thus be supported by all five Major Programmes and strengthened as a major vehicle for programme delivery globally, regionally and at the country level, building to the extent possible on experience gained in preceding biennia. The platforms are also expected to generate strategic and operational partnerships with like-minded institutions, United Nations organizations and partners from the private sector and civil society. The programme activities implemented by these platforms will not substitute, but complement the sectoral work of Major Programmes in the fields concerned. At its 186th session, the Executive Board requested the Director-General to specify in document 36 C/5 for each intersectoral platform compelling objectives, programmes, expected results and performance indicators, modalities of operation and financial allocations proposed.

**07003** The Director-General will ensure that intersectoral work carried out in previous years by intersectoral platforms no longer continued – science education, national research systems, multilingualism, ICT-enhanced learning, and anticipation and foresight – will continue through informal dedicated mechanisms to be put in place for this purpose. As regards anticipation and foresight, this will be mainstreamed by all Major Programmes into their regular programme and budget, as evidenced in the present 36 C/5, as well as through thematic activities in the context of UNESCO Future Forums, Seminars and Lectures organized by the Foresight Section of BSP. As requested by Member States, intersectorality will thus go beyond the scope and themes of intersectoral platforms alone.



## Overall modalities of operation

**07004** Each intersectoral platform will be directed and managed by a “lead ADG”, assisted by a platform manager who may be chosen from the sector headed by the “lead ADG” or from a different sector. Other ADGs and senior managers participate in the process of selecting programmes and activities for the various IPs concerned through a steering committee. The steering committee will jointly select and submit to the Programme Management Committee (PMC) programmes and activities for funding. The lead ADG will report regularly to senior management on progress in implementing programmes and activities funded both from regular and extrabudgetary resources. Other members of the platforms are ADGs and senior managers and will include staff from the field offices and from UNESCO’s specialized category 1 institutes and centres. The six platforms will focus on a limited number of high-level objectives and expected results reflecting their interdisciplinary nature.

**07005** In terms of the financial allocations proposed for each intersectoral platform, the Director-General proposes that under the Zero Nominal Growth budget envelope, 8% of funds for programme activities of Major Programmes be set aside in a pooled arrangement for allocation to intersectoral activities. The Secretariat’s Programme Management Committee (PMC) will decide collectively and in a transparent manner about the allocation of specific amounts to activities developed and proposed by the various platforms, based on agreed criteria. This competitive process will be designed to ensure the selection of the most promising, impactful and innovative activities, with a particular emphasis on activities to be undertaken at regional and national levels. Efforts will also be made to have the platforms attract extrabudgetary funding. This is a major departure from the practice in previous biennia, where programme sectors were expected to contribute financial resources to the work of the platforms. The PMC will also monitor the implementation by intersectoral platforms of approved activities and progress towards attainment of results.

**07006** Administrative measures will be taken to have the activities of Platform Managers and other staff involved in intersectoral platforms duly recognized and acknowledged, including in job descriptions and performance assessments.

**07007** The agreed strategies and expected results for the proposed six intersectoral platforms are as follows:

### Intersectoral platform for a culture of peace and non-violence

#### Background

**07008** The Preamble of UNESCO’s Constitution states “that a peace based exclusively upon the political and economic arrangements of governments would not be a peace which could secure the unanimous, lasting and sincere support of the peoples of the world, and that the peace must therefore be founded, if it is not to fail, upon the intellectual and moral solidarity of mankind.” The promotion of a culture of peace is therefore an expression of UNESCO’s fundamental mandate to build the defences of peace in the minds of men and women, and an integral part of most of its work at global, regional and national levels. Hence, UNESCO had been designated by the United Nations General Assembly as the lead agency for many prominent global initiatives for promoting peace, such as the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), and the International Year for the Rapprochement of Cultures (2010). Since its inception, and specifically during the last decade, UNESCO has been working towards a truly global movement for fostering a culture of peace and non-violence.

**07009** By resolution 52/13 of 15 January 1998, the United Nations General Assembly stipulated that a culture of peace “consists of values, attitudes and behaviours that reflect and inspire social interaction and sharing based on the principles of freedom, justice and democracy, all human rights, tolerance and solidarity, that reject violence and endeavour to prevent conflicts by tackling their root causes to solve problems through dialogue and negotiation and that guarantee the full exercise of all rights and the means to participate fully in the development process of their society”.

**07010** The Programme of Action on a Culture of Peace, adopted by the United Nations General Assembly in its subsequent resolution 53/243, focused on eight action areas:

- fostering a culture of peace through education;
- promoting sustainable economic and social development;
- promoting respect for all human rights;
- ensuring equality between women and men;
- fostering democratic participation;
- advancing understanding, tolerance and solidarity;
- supporting participatory communication and the free flow of information and knowledge;
- promoting international peace and security.

**07011** By 35 C/Resolution 108, the General Conference requested the Director-General to submit proposals for an interdisciplinary and intersectoral programme of action for a culture of peace, encompassing, *inter alia*, major actions relating to intercultural dialogue and education for peace, human rights and citizenship; the contribution of both social and human sciences and natural sciences to peace; the mobilization of researchers through the organization of debates in and between civil societies on the new human and societal challenges of peace-building; and the contribution of the communication and information media in the furtherance of peace. It requested that the achievements and best practices identified in the implementation of the International Decade for a Culture of Peace and Non-violence for the Children of the World (2001-2010), and initiatives organized in connection with the dialogue among civilizations, including the Alliance of Civilizations, be taken into account.

**07012** Subsequently, by 184 EX/Decision 15, the Executive Board requested the Director-General to include in her preliminary proposals regarding the draft Programme and Budget for 2012-2013, to be submitted to the Executive Board at its 185th session, a draft programme of action for the Culture of Peace including coherent intersectoral and interdisciplinary targeted activities taking into account the present global context and new challenges.

**07013** After examining the Director-General’s draft programme of action at its 185th session, the provisions of 185 EX/PX/DR.7 on the culture of peace, and taking into consideration the discussions on this item in the PX Commission and during the thematic debate of the Plenary and the Drafting Group for the 36 C/5, the Executive Board, in 185 EX/Decision 17, requested the Director-General to prepare a consolidated draft action programme for a culture of peace to be included in the Draft 36 C/5. Furthermore, the Director-General was requested by 186 EX/Decision 15 to ensure an interdisciplinary, intersectoral, coherent and convergent approach aimed at the attainment of a realistic number of programmes with targeted objectives, engaging a range of relevant partners; also, the Director-General was requested along the lines of paragraph 19 of the same decision to include it in the alternative option for the

Programme and Budget to be submitted to the Executive Board at its 187th session for transmission to the 36th session of the General Conference.

**07014** The culture of peace is above all a culture of peace-building, conflict prevention and resolution, education for non-violence, tolerance, acceptance, mutual respect, dialogue and reconciliation. It helps people to cope with social, ethical, cultural, political, environmental and other societal transformations and is closely linked to a *new humanism* that puts human beings at the core of all development processes. In the current global context with its multiple crises and building on the experience gained during the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), UNESCO can open up new horizons, mobilize globally a broad range of stakeholders and launch coherent and strategic activities to bolster a culture of peace with the involvement of all UNESCO sectors.

**07015** Today, more than ever, people aspire to more freedom and demand a true democracy based on the full respect for human rights, fundamental freedoms and the principles of the rule of law. Respect for human rights and individual dignity are universally shared values that are also the basis for a rapprochement of cultures founded on a culture of peace. Promoting gender equality is fundamental for the establishment of a culture of peace. Gender equality implies that women and men have equal conditions for enjoying their human rights and realizing their full potential, contributing to, and benefiting from, economic, social, cultural and political development.

**07016** In this connection, the focus should be on education in universally shared values and on all human rights principles, peace, freedom, justice, democracy, reconciliation, tolerance, solidarity, cooperation, pluralism, cultural diversity, and dialogue in society and between nations. It is important that these programmes take an anticipatory and forward-looking approach and are targeted and potentially focused on citizenship education with a component related to capacity-building.

**07017** The nexus of cultural diversity, intercultural dialogue and culture of peace is also of central importance in addressing the challenges to peace in today's globalized world. This nexus, which has been examined in detail in the UNESCO World Report Investing in Cultural Diversity and Intercultural Dialogue, especially regarding cultural literacy, stereotypes, conflicts of memories and social cohesion, has yet to be fully harnessed for peace-building and reconciliation processes. Human rights-based good governance is fundamental for addressing cultural and religious intolerance, discrimination and social and economic inequalities, especially in the context of the persevering global crises, which fuel the misguided belief in a "clash of civilizations" hypothesis. Ignorance is very often at the root of all intolerance, hatred and ultimately conflict and war. Therefore, knowledge of other cultures and religions is a precondition for dialogue in the framework of a culture of peace and non-violence.

**07018** Over the past two biennia, specific action and a number of concrete results have been delivered through an intersectoral platform on intercultural dialogue and a culture of peace. Among the important achievements of this intersectoral effort are the digitization of the now completed General and Regional Histories and the adoption, by representatives from 46 African countries, of jointly agreed pedagogical contents drawn from the General History of Africa (regional conference, Tripoli, June 2010). An inter-regional and inter-faith study has been undertaken with a view to analyzing contemporary interreligious dialogue practices among youth worldwide, and *Stopping Violence in School – A Guide for Teachers* was widely distributed in English, French, Spanish and Arabic through the ASPNet and other UNESCO channels. The Power of Peace Network (PPN) provided support to a number of projects in different countries and regions, such as the youth broadcasting initiative "Connecting Cultures", the joint Palestine/United Kingdom video production "Our everyday lives", and the online debate programme and contest in Zambia "This is my life ...". The PPN also contributed to the Conflict Sensitive Reporting (CSR) Curriculum and the related training workshop series in cooperation with Rhodes University

in South Africa. In the context of the Vademecum initiative (funded by Spain) an international scientific committee drew up the contents of *A scientific, philosophical, literary and artistic anthology of Muslim/Arab civilization and its contribution to the revival of Western philosophy and culture*. This project, together with its sister-initiative – the philosophical reading of “Arab- Muslim Civilization in the Mirror of the Universal: Philosophical Perspectives” – was launched in the framework of the International Year for the Rapprochement of Cultures (2010) and the partnership with the UN Alliance of Civilizations.

## **Towards an intersectoral and interdisciplinary Programme of Action for a Culture of Peace and Non-violence**

**07019** The new draft Programme of Action for a Culture of Peace and Non-violence proposed in this document builds on the knowledge gained and the best practices identified in the implementation of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) and initiatives organized in connection with the dialogue among cultures and civilizations.

**07020** It has to be recalled that the concepts used to shape this common aspiration of humankind have evolved alongside changes of the international landscape. In this regard and in a rather chronological manner, the terms of “tolerance”, “culture of peace”, “dialogue among civilizations”, “intercultural and interreligious dialogue” and more recently “rapprochement of cultures” were used to describe this conceptual, political and programmatic approach. Nevertheless, the one of “culture of peace” for which the “International Year for the Culture of Peace” and an “International Decade for a Culture of Peace and Non-violence for the Children of the World (2001-2010) were created and for both of which UNESCO has been designated as UN lead agency, remains a very mobilizing concept as it encompasses respect for diversity, dialogue, human rights, gender equality and democratic participation to achieve international security and peace.

### **Main objectives of the draft Programme of Action:**

**07021** The following objectives will be pursued through concrete programmes drawing on UNESCO’s unique mandate and know-how in education, the sciences, culture and communication and information, mobilizing innovative and intersectoral approaches, especially at country level and with a broad range of partners:

- To promote a global movement in favour of the ideals and practice of a culture of peace and non-violence by providing fresh arguments to governments, intergovernmental and non- governmental organizations for creatively adapting policy frameworks in order to address new challenges which are jeopardizing humankind’s cohesion and peaceful co-existence;
- To improve the world’s global understanding and deconstruct preconceived ideas by placing emphasis on the future as a humanistic aspiration, thus developing a global consciousness about the emergence of a sense of belonging to a common humanity, which is becoming more and more plural, interdependent and fragile: thinking and learning for the 21st century, taking into account the emergence of a global civic space with young men and women as relevant actors;
- To develop a conceptual and programmatic approach in suitable and convincing language in favour of a strong commitment by States and civil society to nurture “everyday peace” in an environment which encourages civic engagement and dialogue within and among cultures and communities, while improving the understanding of mechanisms underpinning various processes of violence;

- To establish guidelines for a global curriculum which foster a culture of peace, promote humanism and intercultural competences and are conducive to a practice of “cardinal virtues” (temperance, courage, wisdom and justice) as well as of empathy, hospitality, harmonious coexistence and appreciation of diversity, such guidelines should be respectful of equal rights of men and women and capable of instilling critical and creative thinking especially in youth, through formal and non-formal education;
- To raise awareness about violence and investment in youth civic engagement as a means of building participatory societies, developing critical thinking, eradicating violence against women, strengthening democracy and fundamental freedoms, and combating all forms of discrimination and xenophobia; special attention will be given to students so as to encourage them to become involved in violence prevention campaigns;
- To strengthen the links between intercultural dialogue and cultural diversity which are mutually reinforcing and subsequently to inform national policies and programmes for reconciliation and peace-building, mainly through education, arts and heritage projects as well as science, information and communications technologies (ICTs), including the internet and social media and networks;
- To identify/create some well-defined geo-cultural areas/zones as “hubs of peace building”, putting emphasis on the role of women, both as actors and decision-makers and of youth, in collaboration with local and regional associations in building an “everyday peace” and create appropriate programmes to accompany peaceful integration processes at local and regional levels.

## Strategy and modalities

**07022**

The main purpose and strategic focus of the draft programme of action will be to assist Member States in preventing conflict and in promoting mutual understanding and reconciliation for a culture of peace and non-violence among countries, communities and people, in particular through intercultural and interreligious dialogue in all of UNESCO’s areas of competence. A focus on reconciliation complements the objectives of the International Year for the Rapprochement of Cultures (2010). For UNESCO, as the lead agency of the UN system, the Year has been an opportunity to identify new ways of promoting peace.

**07023**

In order to achieve these objectives at a time where globalization processes have changed the conditions for building peace, it is vital that UNESCO act to help bridge communities and mindsets, also by tackling stereotypes and new forms of violence. In this context, all five Sectors of UNESCO will need to promote genuine international cooperation and partnerships which value and enhance human potential and capabilities for living together peacefully, free and equal. It is in these fields that “soft power” is emerging and nurtured. As a consequence, greater account must be taken of the close links between cultural diversity, dialogue, development, security and peace. These interdependent notions underlie the tension between universality and particularism, cultural identities and citizenship as well as the need for a new humanism and ethics.

**07024**

UNESCO’s integrated programme in this domain will be articulated around few strategic areas of action, with a strong emphasis on violence prevention. Each area shall allow for cross-cutting actions and foster intersectoral work – also with links to other intersectoral platforms. Particular attention will be given to contemporary social transformations and innovative ways of building peace, including the role of women and youth in peace-building, in the decision-making processes and in advancing democracy. This action will fully draw on the use of ICTs in building democratic and inclusive societies. UNESCO’s two global priority areas, Africa and gender equality, with a particular emphasis on young girls and boys, will be given a special emphasis. The role of education – both formal and non-formal – will be central for promoting intercultural dialogue and understanding. A number of flagship



activities is also proposed to give a better coherence to the programme of action while ensuring global engagement, ownership and visibility. (See para. 07028 below).

**07025**

Two strategic approaches would be pursued, which aim to respond to some of the major problems raised by contacts between individuals and groups coming from different cultural horizons:

- (i) To rethink the benefits of cultural diversity by acknowledging the importance of the continuous exchanges between cultures and the ties forged between them since the dawn of humanity. However, whenever diversity is described as a positive phenomenon, a factor of enrichment or development, the language used tends to be muddled, and no concrete examples or illustrations are given. The arguments in favor are undermined by this major omission. Demonstrations and illustrations are needed to prove that cultural diversity is a source of enrichment for society, drawing upon a broad spectrum of world visions, enlightenment, ideologies and creativity that offer all citizens several possible lifestyles, both individual and collective. In other words, diversity is above all a dynamic process which offers new capabilities, skills and opportunities thanks to a genuine dialogue without which it may wither away or perish due to lack of nourishment. Nevertheless, it has to be recalled that "... no one may invoke cultural diversity to infringe upon human rights guaranteed by international law, nor to limit their scope" (UNESCO Universal Declaration on Cultural Diversity, 2001). This is all the more urgent as ignorance becomes more pervasive and gaps in mutual understanding and respect widen, thus undermining the very foundations of peace. While dialogue remains key, special emphasis should be placed on the human beings in this dialogue, as it is not an abstract or disembodied process but one that involves interaction between individuals.
- (ii) To promote the principle of learning to live together. The strategy, here, aims at moving from extolling diversity to building pluralism which, according to the above-mentioned Declaration, "gives policy expression to the reality of cultural diversity" (Article 2). Pluralism is not only about recognizing symbolically the plurality of a world of objects and concepts; equally important is the dynamic role to be played by individuals, with their many allegiances, in building a coherent, interdependent society. "Living together" places citizens on an equal level while respecting differences: equality is vital if people are to converse, understand each other and work side by side; cultural differences are especially necessary because they constitute *sine qua non* conditions for stimulating and revealing one's own uniqueness.

**07026**

This large-scale action cannot be undertaken by UNESCO alone. It requires a broad and diverse range of stakeholders, partnerships, alliances and coalitions. The implementation of the foreseen actions must rely largely on Member States, their National Commissions, the UNESCO Secretariat (Headquarters and mainly Field Offices), UNESCO institutes (category 1) and centres and institutes under the auspices of UNESCO (category 2), IGOs, NGOs and scientific associations acting in consonance with UNESCO's approaches and work (e.g. the Programme of Action on a Culture of Peace, the Global Reports, the United Nations World/International Days and Years such as the 2010 International Year for the Rapprochement of Cultures). Special attention will also be given to cooperation with governmental, intergovernmental (such as the Alliance of Civilizations, ISESCO, ASEAN, ASEM, ALECSO, the Anna Lindh Foundation) and non-governmental organizations (abundant in the field of peace building, dialogue and tolerance). UNESCO Goodwill Ambassadors and UNESCO Artists for Peace, the United Nations University, journalists and the media, religious leaders, human rights institutions, women's associations and youth associations, the private sector and mediators will all be asked to contribute to this endeavor as will be parliamentarians, local authorities and their respective international networks. Higher education and research institutions and networks will be strengthened to facilitate intercultural research, exchange of knowledge and capacity-building. In this regard, extrabudgetary programmes and funds (along the lines of funds recently received from Saudi Arabia, Denmark, Spain, etc.) will complement the activities under the regular programme. Besides, specific bridges will be established with other intersectoral



platforms in order to deal better with the current challenges, existing gaps and conceptual challenges that humanity is facing today, in particular with the intersectoral platforms on Priority Africa and on UNESCO's Support to Countries in Post-Conflict and Post-Disaster Situations.

## Main areas of action

07027

In the light of the above, the following areas for action are proposed, developed and coordinated by the Intersectoral Platform for a Culture of Peace and led by one Programme Sector (HQ or Field Offices) in close cooperation with one or two other Sectors.

- Improvement of access to formal and non-formal education, with emphasis on quality education for all, education on human rights, cultural diversity, gender equality and the integration of marginalized groups and the strengthening of South-South and North-South-South inter-university cooperation, particularly through creating centres of excellence and innovation, with the support of the UNESCO institutes and in cooperation with UNITWIN/UNESCO Chairs, the UNESCO Associated Schools, category 1 and 2 institutes. Particular attention will be paid to the following components:
  - Revision of textbooks and improvement of learning materials, especially in history, taking into account the recent guidelines produced by UNESCO such as “On a Common Path – New Approaches to Writing History Textbooks in Europe and the Arab and Islamic Worlds: The case of the Mediterranean”.
  - Using the UNESCO Associated Schools Project (ASP) Network as an outreach possibility, develop a model interactive educational programme to stop violence for adaptation and implementation at local/community levels involving schools (including students and teachers), parents, the media and professional bodies (such as municipalities).
  - Support online exchanges for public and professional communities in order to help stop violence.
  - Develop teacher-training handbooks on new intercultural competences with a view to fighting intolerance, stereotyping, discrimination and violence in schools.
  - Support exchange on education for peace, human rights and tolerance using ICTs and social and new media networks.
- Greater opportunities for research, networking and public debates illustrating exchanges and transfers between cultures, in the form of exhibitions as well as of fairs and festivals and making use of new technologies that specifically foster linguistic diversity. Special emphasis will be given to the development of learning and teaching materials to demonstrate the links between cultural diversity and human rights (including gender equality) which sometimes are in conflict. In this regard, a multimedia intercultural library as well as an anthology of universal literature promoting intercultural sensitivity and solidarity for both formal and non-formal intercultural education could be elaborated.
- Promotion of the role of creativity, which is a fundamental attribute of innovation, by stressing both individual features and similarities of societies, and in that regard, enhancing the promotion of an integrated vision of all aspects of the cultural expression (ancient and contemporary) as a conveyor of identity and future aspirations, a resource and engine of sustainable development and tool for intercultural dialogue, which includes interreligious dialogue (for instance, the 40th Anniversary of the Convention concerning the World Natural and Cultural Heritage; the African Liberation Heritage Programme in collaboration with the African Union and UNESCO, and the initiative on training local and urban media to report on cultures e.g. hidden cultures, or intangible culture heritage). This can also include a series of public forums and training programmes for opinion leaders such as legislators, educators, mass media professionals, religious leaders and people engaged in culture related activities – e.g. directors of museums and archeologists – as well as artists and designers of pop culture.

- Contribution of the media and ICTs to change the perception of different cultures and religions through, inter alia, the promotion of dialogue on the Internet where numerous cultural and linguistic contents can circulate and be shared; co-productions fostering dialogue between media professionals from different cultures, particularly on sensitive issues; a special emphasis will be given to media as vectors for intercultural dialogue and media literacy programmes, training of journalists, including on conflict-sensitive reporting and choice of images, particularly training of young media professionals such as through the UNESCO Power of Peace Network.
- Recognition of and respect for knowledge – including traditional knowledge and the knowledge of indigenous peoples – which contributes to safeguarding biodiversity and to promoting sustainable development. In this regard, one or two pilot projects highlighting the place of science in the process of dialogue as a universal language could be developed (for instance, activities underlying the importance of the history of science in raising awareness on the role of science for the rapprochement of cultures and its significance in helping to understand the close interconnection of science with the growth of civilization and the flourishing of cultures). The history of science and scientific thought should be regarded as an instrument of scientific humanism which will be celebrated each year on the occasion of the World Science Day for Peace and Development (10 November). Besides, an array of activities to promote human rights, philosophy and intercultural dialogue, with particular emphasis on fighting racism and discrimination as well as on the culture of peace and democracy, will be further implemented to meet new challenges, especially in the light of recent events in the Arab world.
- Development of an interactive educational programme to stop violence in schools. Using the UNESCO ASP Network as an outreach tool, develop a model interactive educational programme for adaptation and implementation at local/community levels involving schools (including students and teachers), parents, the media and professional bodies to stop violence. School children and youth are the main actors in this exercise. They document by themselves (through interviews, testimonies, etc.) the problems inside/outside schools and possible solutions in working with parents, the media, police, municipal education boards, municipal administrators and councilors through online platforms and school-based activities.
- Learning from the past: promoting dialogue for reconciliation and intercultural understanding. Building on the experience of the ongoing Transatlantic Slave Trade Education project, this activity will continue to provide opportunities for networking and exchange to increase awareness and deepen knowledge about the causes and consequences of the Transatlantic Slave Trade in order to work towards a future free from racism, discrimination, and intolerance. A specific focus will be given to increase interregional student and teacher exchanges via the use ICTs. In cooperation with the UN, an international teacher and student conference will take place around 25 March 2012, designated as UN International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade. Students and teachers in three regions will be able to develop an intercultural dialogue via an e-forum, videoconference and the use of social networking tools. The support of the new UNESCO Goodwill Ambassador for Peace and Reconciliation would give this event high visibility and outreach to young people.

## Flagship activities

**07028**

The proposed strategy will be pursued through the following flagship activities to ensure global engagement, ownership and visibility, developed and managed by the Intersectoral Platform on a Culture of Peace and Non-Violence (with funding from both regular programme and extrabudgetary funds):

- “Develop a Global Consciousness: Thinking and Learning for the 21st Century”. The elaboration of a roadmap on global consciousness is an urgent need. It is imperative to think about and succeed not only in adopting a broader world view, but also in aiding the young women and men in adopting such a view that enables children and youth to “think about the world” and to find and shape their place in it. To overcome national fixations, ethnic narrow narratives and instrumental ways of perceiving the world, and to redefine our relationship with nature, is the goal of the development of a global consciousness, recognizing the multiplicity of world views and cultural identities. The objectives of the project are (i) to raise consciousness in various settings, particularly in teaching, but also in centers of decision making (political as well as economic), and (ii) to develop tools and workshop settings that are suitable to anchor the overall goal of developing a global consciousness which shapes the way in which both women and men think, relate and approach problems.
- Create a digital library on major scientific and cultural landmarks, thus highlighting humankind’s intercultural solidarity, taking into account all available UNESCO’s documentation such as the *General and Regional Histories*. For example, pedagogical toolkits presenting in a straightforward and stimulating way an intercultural vision of history bringing the Arab-Muslim and Western worlds together. Particular emphasis will be paid to the need to recognize the intense interaction among all peoples in the Mediterranean Basin and the ties between them and their cultures as well as with India, Persia, the Arabian Peninsula and Africa (“Intercultural Vademecum” programme, carried out by UNESCO within the framework of the cooperation with the Alliance of Civilizations, funded by Spain).
- Develop “E-Notebooks on peace and intercultural dialogue”: these e-notebooks can be collective (initiated by a school, university, club, national or international association) or individual (possibly with two or three age groups). The goal is to create new material, which embraces the ordinary and extraordinary history of intercultural solidarity, among cultures and societies, inviting users to extend this “encounter” by sharing personal initiatives and experiences for peace and dialogue at local, national or international levels (over past, present and future) in whatever areas may be concerned (cultural, religious, scientific, educational, etc.). Stories, projects, interviews, quizzes, could be developed. The “E-Notebooks on peace and intercultural dialogue” will be available to everyone via a downloadable multilingual presentation and could be linked to other activities and campaigns.
- Promote education for a culture of peace and non-violence through media and social networking. The extent of violence in different places throughout daily life, its various forms, its causes, and its prevention need to be widely known, documented and shared. Among others, an international essay contest for teens between the ages of 14 and 18 on “How do you see non-violence acted out in the world today?” will be launched.
- Promote high profile events such as exhibitions (“*Écritures*”, “*Voir la Paix*”, etc.), campaigns (“Do One Thing for Diversity and Inclusion”, “Coalition of Cities against Racism”, etc.), sports (such as the initiative “Imagine Peace”), existing relevant Prizes (such as the Felix Houphouët-Boigny Peace Prize) and UNESCO anniversaries; revisit the founding texts of UNESCO (such as *Race, Histoire et Culture*, Claude Levy-Strauss) and outstanding figures (Khan Abdul Ghaffar Khan, Ibn Khaldun, Al Farabi, Edouard Glissant, Joseph Ki-Zerbo, Archibald McLeish, Tagore/Césaire/Neruda, etc.).
- Set up an interactive e-portal, where its designers and users will create together the conditions of a unique place of dialogue and mutual understanding. The objective of the e-portal is threefold: provide young women and men with access to information and literature on tolerance, reconciliation and a culture of peace, e-courses on enhancing intercultural skills, and with the possibility to share their experience with other users, via a virtual forum dedicated to the “culture of peace in everyday ordinary life”. This e-portal will include progressively the entire work accomplished by the whole UNESCO family.

## Expected results at the end of the biennium

The following results could be reasonably achieved at the local, national, regional and international levels:

### Expected result 1: Values and principles of a culture of peace promoted and integrated into education systems, policies, plans and curricula in all regions

#### *Performance indicators*

- Number of national mechanisms (such as intercultural fora, public debates and consciousness-raising campaigns launched) with a focus on encouraging participation by young women and men – to highlight the benefits of intercultural solidarity, sustainable diversity, human rights and dialogue as well as to fight discrimination and violence in everyday life
- Explicit links created between organizations devoted to cultural diversity and intercultural dialogue (mainly to be found in civil society) and organizations devoted to social inclusion, sustainable development and peace
- Studies of different cultures undertaken, focusing on cultural dynamics in different symbolic places (schools, libraries, museums, open markets, public transport, stadiums, places of worship, etc.) and introduced in schools and public broadcasting; furthermore, special occasions such as commemorations, festivals, book fairs, sport events promoted and intercultural skills improved
- Guidelines and roadmaps for sustainable intercultural dialogue developed to build inclusive democratic societies and to facilitate regional integration (South East Europe, South-East Asia, Caucasus, Indian Ocean, Central Africa, Caribbean, Andean Region, Central America, Mediterranean, etc.); number and profile of institutions using UNESCO's resources on this topic (E-Portal, learning and teaching material, roadmaps, guidelines)
- An interactive e-portal set-up including relevant information and e-teaching and e-learning tools to strengthen capacity building to fight violence and discrimination as well as to create the conditions of social inclusion, mutual understanding and a culture of peace through a lasting dialogue
- Various dimensions of the concepts of "everyday peace" and "non violence" – respectful of cultural diversity, human rights, dialogue and social inclusion – articulated and widely disseminated
- Some "magic moments", emblematic figures and intercultural sites identified – within contemporary diverse societies - which bind ordinary people to each other and enable them to experience common concerns and values irrespective of their cultural, ethnic, religious, linguistic and gender backgrounds

### Expected result 2: Education for a culture of peace and non-violence strengthened to achieve intercultural solidarity and intergenerational dialogue and mutual understanding in favour of reconciliation and peace-building

#### *Performance indicators*

- Youth mobilized for promoting a new era for sharing experience and a sense of common values, as well as a willingness to act and change the world in a peaceful manner
- Educational tools, including e-learning materials produced and analytical and anticipatory research undertaken on the causes, nature and new forms of violence in contemporary societies; relevant guidelines, roadmaps and pedagogical tools regarding the above mentioned concepts developed to enhance capacities in particular of women and youth to participate in decision-making processes
- Knowledge of academic and teaching staff as well as community leaders on historical reconciliation promoted in several regions, taking into account the root causes of violence, and appropriate teaching materials and methods elaborated on gender issues and violence prevention with a special use of online programmes
- Policy-makers, teaching staff, students, local leaders and traditional chiefs, youth associations, and relevant authorities have implemented the above-mentioned learning and teaching materials

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**Expected result 3: Exploring opportunities offered by the media, including new social media, as a vehicle for reconciliation, tolerance and intercultural understanding***Performance indicators*

- Relevant community radio programmes as well as diverse multimedia materials, roadmaps and toolkits dedicated to enhancing intercultural competences created, published in different local languages and widely disseminated
- Capacity-building of young media professionals reinforced to ensure high quality, independent, intercultural and conflict-sensitive journalism

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**Expected result 4: Science and culture diplomacy approaches developed and promoted to raise awareness about the contribution of all civilizations to humanity's progress through exchange and cross-fertilization of ideas***Performance indicators*

- Knowledge base about different cultures and peoples as well as peace-building and reconciliation approaches and best practices consolidated and disseminated in printed and electronic forms

## Intersectoral platform on UNESCO's contribution to climate change mitigation and adaptation

### Objectives and Strategy

**07030**

Climate change is a threat to societies and the ecosystems that sustain them. Addressing climate change and the challenges it poses around the world is therefore a prime objective. The Platform is charged with promoting the implementation of the UNESCO Strategy for Action on Climate Change and the associated UNESCO Initiative on Climate Change developed for this purpose. The overall biennial priority adopted for the Platform aims at enhancing and applying the climate change knowledge base for building green societies through reinforcing the scientific, mitigation and adaptation capacities of countries, communities and groups that are most vulnerable to the effects of climate change, with special focus on Africa and SIDS. The gender dimension of climate change will be mainstreamed within all of the Platform's activities. The platform will contribute to UNESCO's action leading up to the United Nations Conference on Sustainable Development (Rio +20) and to its follow-up. Altogether, the Platform will aim at realising four expected results with four flagship activities that in total are estimated to require a budget of US \$9-12M of which some US \$1.65M will be sought from the pooled regular programme funds and the balance from extrabudgetary funds.

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**Expected Result 1: Interdisciplinary climate change knowledge base strengthened****07031**

The first Platform flagship activity will promote the continuous strengthening of the interdisciplinary climate change knowledge base, primarily involving the sound and unbiased generation and use of data, information and research concerning climate change (climate science) assessment, monitoring and early warning of relevance to climate change mitigation and adaptation. This will be integrated with UNESCO capacities in natural and social sciences, culture, education and communication to improve the resilience of Member States to climate change through national and local climate mitigation, adaptation and risk management policies based on science, local and indigenous knowledge, and ecological and sociocultural systems. Policies that do not take account of the social drivers and impacts

of climate change are unlikely to succeed in protecting the interests of the most vulnerable. Based on the MOST and environmental ethics programmes, in cooperation with partners including the International Social Science Council and the International Council for Science, this flagship activity will improve understanding of the social dimensions, including gender equality issues related to climate change, and develop and implement a policy-relevant, action-oriented research programme focusing in particular on the design and implementation of appropriate climate change adaptation actions. Collaboration among IHP, IOC, MAB and MOST will be promoted on cross-cutting issues of water, energy and biosphere management contributing to Member State's efforts globally to address climate change. This work will feed into the work and delivery of the UN inter-agency Task Team on the Social Dimensions of Climate Change, in which UNESCO is an active member, as well as into the deliberations of UNESCO and WMO to enhance and lead UN-wide collaboration on the climate knowledge base and the Global Framework for Climate Services.

### Specific objectives and modalities of operation and programmes proposed

- Science capacity development programmes created or expanded with partners, including through South-South cooperation, the Global Framework for Climate Services (GFCS) and national clearing houses of climate change information
- Reductions in ecosystem services due to climate change better monitored and understood, including in oceans and coastal zones
- Better understanding achieved of groundwater's role in the global water cycle and in the development of adaptation measures
- Global science and technology capacity to manage the water resources in arid and semi-arid areas strengthened
- Better understanding of the intensification of the water cycle and resulting extreme events promoted
- Integrative knowledge of climate change impacts on biological and cultural diversity and bio-cultural heritage, as well as bio-cultural responses to such impacts, particularly from UNESCO sites, documented and disseminated to selected target audiences
- Social dynamics of resilience and vulnerability explored and gaps in social and human science knowledge base identified, to enhance climate change policy development with due regard to relevant ethical considerations
- Gender dimensions and implications of science-based sustainable management of natural resources examined, understood and addressed

Performance indicators	Benchmarks
■ Collaboration among IHP, IOC, MAB and MOST on the climate knowledge base enhanced	– <i>at least three joint activities launched</i>
■ UNESCO international and intergovernmental programmes involved with the Global Framework for Climate Services (GFCS)	– <i>at least two UNESCO programmes fully involved in the GFCS</i>
■ Science capacity development programmes created or expanded	– <i>at least ten countries supported to establish or expand programmes</i>
■ Climate science knowledge base collaboration enhanced with UN partners	– <i>at least five UN collaboration partnerships implemented</i>



**Expected Result 2: Information for and resilience to the impacts of climate change of vulnerable Member States, their environment and local communities enhanced through the Climate Change Adaptation Forum**

07032

The Platform will develop, in close cooperation with relevant UN partners, such as WMO and UNEP, a UNESCO Climate Change Adaptation Forum that will bring together the generators of climate information (based on global and regional scientific observations and research as well as local observations), and potential users of information on climate variability and change, such as coastal managers, urban planners, community groups, UNESCO site managers, the agricultural and energy sectors, educators and journalists; with the overarching goals of building the local climate knowledge base to improve adaptation strategy and responses, by improving the potential user’s understanding and use of climate information; and identifying the requirements for improved research and observations to benefit the region. This will be UNESCO’s major intersectoral contribution to the GFCS, and could help prepare projects for submission to the Adaptation Fund established by the Parties to the Kyoto Protocol of the UN Framework Convention on Climate Change. Other UNESCO-IOC sponsored programmes such as the World Climate Research Programme and Global Ocean Observing System (GOOS) are already pillars of the GFCS.

<i>Performance indicators</i>
<ul style="list-style-type: none"> <li>■ Member States successfully developing and implementing adaptation to climate change projects, measures and policy work</li> <li>■ Coastal communities and coastal resources better protected and more resilient to climate change impacts</li> <li>■ Local and indigenous knowledge in vulnerable communities mobilized to improve community-based response and adaptation strategies to climate change impacts</li> <li>■ Infrastructure and assets assessed and better managed for climate change impacts</li> <li>■ Regional climate projections conveyed to a wide spectrum of users and continuously improved through feedback and shared best practices</li> <li>■ Member States successfully assisted on the implementation of adaptation to climate change through the submission of adaptation project proposals to the Adaptation Fund and other funds</li> <li>■ The UNESCO Adaptation Forum is functional</li> </ul>

Performance indicators	Benchmarks
<ul style="list-style-type: none"> <li>■ Number of countries assisted in their fundraising for adaptation efforts</li> </ul>	<p>– <i>ten countries assisted</i></p>
<ul style="list-style-type: none"> <li>■ Number of countries engaged in the UNESCO Climate Change Adaptation Forum.</li> </ul>	<p>– <i>twenty-five countries, primarily SIDS and in Africa, engaged in the UNESCO Climate Change Adaptation Forum</i></p>
<ul style="list-style-type: none"> <li>■ The extent to which ethical and gender considerations reflected in the Forum</li> </ul>	<p>– <i>all relevant UNESCO supported Forum activities have integrated ethical and gender dimensions</i></p>

### Expected Result 3: Climate change education and public awareness for sustainable development strengthened in Member States

07033

Education and public awareness are effective means to address the challenge of climate change. In many regions, varying weather conditions and climate-related shocks are making it harder to deliver quality education in safe learning environments. UNESCO will therefore develop national capacities to integrate climate-relevant components into national education plans. Due account will be given to regional specificities and priorities, paying particular attention to the challenges of countries most vulnerable to the negative impacts of climate change such as SIDS and African countries. In particular, UNESCO will provide policy advice on climate change education and support strengthening of climate change education in secondary school teacher education programmes, curricula and assessment in the overall context of ESD. The Organization will aim to enhance both content knowledge – including on the environment, climate change and scientific literacy, sustainable lifestyles and consumption, green technical and vocational education and training (TVET) and disaster risk reduction and preparedness – and pedagogy to develop adaptive and mitigation capacities in young people such as critical-thinking and problem-solving skills and action competencies. The gap between scientists and media users will be addressed through support to media organisations and associations to heighten public awareness of climate change, its impact and mitigation. Commitments from publicly-funded broadcasting services, as defined in the Paris Declaration on Broadcast Media and Climate Change (2009), will be supported, and assistance will be given to journalism education institutions in order to impart relevant information and knowledge to journalists for informed investigations and authoritative reporting on climate change related issues.

#### *Performance indicators*

- Understanding of the impact of climate change on education systems and on the educational opportunities of marginalized, vulnerable and disadvantaged groups such as girls and women increased, and governments and stakeholders responsible for planning the structure, provision, management and financing of education prepared to respond to the challenges effectively
- Educational approaches to climate change and sustainable development promoted in ways that respect both the strengths of discipline-based knowledge and the benefits of interdisciplinarity, through the support for whole school approaches and the development and dissemination of regionally adapted and locally relevant curriculum materials, including guidelines and flexible modules
- Capacity of Member States to review, develop and renew school curricula strengthened in order to integrate climate change for sustainable development into curriculum frameworks, the syllabus for secondary education and TVET, in particular aligned with new trends in skills development for adaptation to climate change
- Capacity of key teacher education institutions (TEIs) strengthened on climate change education through the development of a teacher education package on climate change education (guidelines and modules) in collaboration with practitioners in TEIs
- Partnerships within the community of practice (civil society, in particular youth and women's organizations, media networks, local and indigenous communities, social entrepreneurship NGOs and faith-based organizations) and related collaboration strengthened in regard to education on climate change for sustainability
- Awareness of climate change raised among the general public, as well as among schools and education networks and practitioners, through print media, TV and radio, and Internet-based channels of communication with clear messages and reliable information about climate change

Performance indicators	Benchmarks
<ul style="list-style-type: none"> <li>■ number of countries supported to develop policies, plans and programmes on climate change education for sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least ten countries</i></li> </ul>
<ul style="list-style-type: none"> <li>■ functional climate literacy of media professionals improved</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least 150 journalists trained in science journalism, with a focus on climate change</i></li> <li>– <i>at least ten journalism training/education institutions undertaking curricula review to incorporate elements of climate mitigation and adaptation into curricula</i></li> </ul>
<ul style="list-style-type: none"> <li>■ journalism curricula developed to incorporate the climate change mitigation and adaptation sensitive reporting</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least ten journalism training/education institutions undertaking curricula review, especially in Africa and SIDS</i></li> </ul>
<ul style="list-style-type: none"> <li>■ the quantity of climate change reporting increased</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least 25 more media institutions in Africa covering climate change more frequently, using the science media reporting</i></li> <li>– <i>at least 10 North-South and South-South content exchange partnerships established among media institutions to enhance reporting of climate change</i></li> </ul>

#### Expected Result 4: Global climate change field observatory of UNESCO sites expanded

07034

The fourth flagship activity will maximize the comparative advantages of UNESCO's action to address the environmental, socio-economic and cultural impacts of climate change from local to international levels. It also strives to demonstrate the value added of UNESCO's sites for integrated management at the landscape level; and to increase the visibility and the use of these sites as priority reference for climate change monitoring, research, capacity building and action related to mitigation and adaptation across a wide range of representative ecosystems and through dialogue among all relevant stakeholders, including local and indigenous communities. The marine World Heritage sites and biosphere reserves included in the observatory will contribute to the GOOS observations of climate variability and change.

<i>Performance indicators</i>
<ul style="list-style-type: none"> <li>■ World Heritage sites, biosphere reserves and IHP water basin networks to become priority sites for implementing the overall UNESCO Climate Change Initiative and other UN-level climate change activities, including the UN-REDD related initiatives, as well as climate change related United Nations Conference on Sustainable Development (Rio+20) follow-up actions</li> <li>■ Interdisciplinary and intersectoral programme on the use of cultural industries in UNESCO sites in raising awareness and educating on climate change issues developed</li> <li>■ Local development, green economies and green societies promoted through the sustainable use and applications of alternative and renewable energy and natural resources in UNESCO sites</li> </ul>

Performance indicators	Benchmarks
<ul style="list-style-type: none"> <li>■ Number of UNESCO sites engaged in climate change knowledge, mitigation and adaptation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>– <i>over 50% of UNESCO Sites in SIDS and Africa active in climate change knowledge, mitigation and adaptation initiatives</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of UNESCO sites used for UN-wide climate change activities</li> </ul>	<ul style="list-style-type: none"> <li>– <i>25 UNESCO sites used</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Demonstration projects launched in UNESCO sites related to REDD and REDD+ and renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least five projects launched</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Thematic And Regional Networking Established or reinforced among UNESCO sites on climate change</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least five networks established or reinforced</i></li> </ul>

## Intersectoral platform on UNESCO's contribution to the fight against HIV and AIDS

### Objectives and Strategy

**07035** UNESCO is uniquely placed to make an intersectoral and multidisciplinary contribution to efforts to tackle HIV and AIDS by harnessing the resources of all of its sectors. Such efforts have been coordinated through the Intersectoral Platform on HIV and AIDS since it was established in the previous biennium, and will be further strengthened in the 2012-2013 biennium.

**07036** UNESCO supports efforts towards universal access to comprehensive HIV programmes for prevention, treatment, care and support. This is in the framework of the MDGs, particularly MDG 6 on HIV and AIDS – namely, to halt the epidemic and to begin reversing it by 2015 – and of the six EFA goals, the achievement of which is fundamental to reducing HIV vulnerability. To this end, UNESCO is well placed to address the complex challenges of the epidemic through a holistic approach. This involves improved coordination and harmonization, especially at the country level where the response to HIV and AIDS constitutes a high-priority component of joint programming efforts by several United Nations system organizations and other partners.

**07037** UNESCO's work on HIV and AIDS is coordinated through the Intersectoral Platform on HIV and AIDS, overseen by the UNESCO Global Coordinator for HIV and AIDS with support from the UNESCO Focal Point on HIV and AIDS. Four regional HIV and AIDS advisers, based in Johannesburg (at the UNAIDS Regional Support Team office), Bangkok, Moscow and Santiago, and two sub-regional advisers in Beirut and Dakar, provide a critical link between global and country level to support national colleagues and partners to deliver relevant and high-quality technical support to Member States. Their role includes engaging in regional UN processes related to HIV, intersectoral programming, articulating and communicating UNESCO's role and impact and generating further resources to support this work. In 2010-2011, UNESCO expanded its capacity at national level to respond to HIV and AIDS through the creation of twenty National Programme Officer (NPO) posts, ten of which are intersectoral. UNESCO will continue with its efforts to strengthen country-level HIV capacity and impact in 2012-2013.

**07038** As a UNAIDS co-sponsor, UNESCO works closely with the other nine UNAIDS co-sponsors and the UNAIDS Secretariat, which collectively define commonly agreed outcomes within a division of labour

and ensure harmonized action at the country level. Under the recently revised division of labour, UNESCO has been designated as the convening agency for ensuring good quality education for a more effective HIV response. UNESCO is also a key partner in eight other areas, which focus on reducing sexual transmission of HIV, empowering young people and other key populations to protect themselves from HIV infection, meeting the HIV needs of women and girls and stopping sexual and gender-based violence, removing punitive laws and reducing stigma and discrimination, and supporting prioritized and costed national AIDS plans.

**07039**

In 2012-2013 all programme sectors will continue to contribute to strengthening and complementing education sector policies and practices, through: (i) engaging universities and research institutions to integrate HIV and AIDS in their scientific programmes, and promoting capacity building for research to ensure the dissemination of accurate scientific information; (ii) action to reduce stigma and discrimination affecting key populations and including people living with HIV, particularly through the capacity-building of national and regional networks, young people and the strengthening of policies and practices of local governments; (iii) the implementation of culturally-appropriate and gender-responsive HIV programmes, working particularly to address gender inequalities and inequities that increase the vulnerability of women and girls to HIV infection; and (iv) the design and implementation of information and communication strategies that focus on prevention activities and capacity-building of professionals in the fields of media and communication, and culture and heritage.

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**Expected result 1: Capacities of Member States enhanced to design, implement and assess rights-based, scientifically accurate, culturally appropriate, gender-responsive and age-specific HIV education, communication and information programmes for universal access**

<i>Performance indicators</i>
<ul style="list-style-type: none"> <li>■ Percentage of young women and men, aged 10-24 years, who demonstrate desired levels of knowledge on transmission of HIV and reject major misconceptions about HIV transmission</li> <li>■ Number of countries that provided life skills-based HIV education in school settings within the last academic year</li> <li>■ Number of countries in which social media platforms were developed and strengthened to increase access to quality HIV and AIDS education, communication and information</li> </ul>

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**Expected result 2: Multidisciplinary and intersectoral responses of Member States promoted so countries can develop, disseminate and support the use of gender-responsive evidence-based policies and practices on HIV and education**

<i>Performance indicators</i>
<ul style="list-style-type: none"> <li>■ Number of countries with a multisectoral strategy that addresses HIV in the school setting</li> <li>■ Number of countries supported to develop and/or implement HIV-related policies that integrate the needs of women and girls, and/or address gender inequalities and inequities</li> </ul>

**Expected result 3: Capacities of Member States enhanced to effectively address HIV-related stigma and discrimination in order to establish an environment that is more respectful of the rights, dignity and needs of vulnerable populations, including women and girls and young people, and people living with HIV**

*Performance indicators*

- Number of countries that have non-discrimination laws or regulations which specify protections for most-at-risk affected populations (MARPs) or other vulnerable population groups, including young people
- Number of countries supported to develop and/or implement HIV-related policies that specifically address gender-based violence; engagement of men and boys; and/or other actions promoting gender equality

## **Intersectoral platform on unesco's support to countries in post-conflict and post-disaster (PCPD) situations**

### **Objectives and Strategy**

**07040** The PCPD Intersectoral Platform – with representation from all programme sectors, central services and concerned Field Offices – is the coordinating body for UNESCO's operational assistance to crisis-affected Member States. The Platform convenes on a monthly as well as on an emergency basis, in order to address the immediate coordination of post-crisis responses, as well as to ensure UNESCO's strategic coherence in crisis preparedness, conflict prevention, disaster risk reduction, peace-building and the "building back better" of post-conflict and post-disaster institutions, the latter in close cooperation with the Intersectoral Platform on a Culture of Peace and Non-Violence.

**07041** The human dimensions of relief and reconstruction lies at the heart of UNESCO's PCPD approach. Disaster risk reduction, conflict prevention and peace-building are indispensable elements of the Platform's mandate. To this end, support will be provided to ensure that programme approaches are conflict-sensitive, and that there is a full integration of disaster risk reduction, early warning and preparedness efforts into recovery and reconstruction efforts. Special attention is given to the root causes of conflict and to the facilitation of national dialogue and reconciliation efforts, so as to help mitigate the risk of a relapse back into conflict.

**07042** The Platform coordinates UNESCO overall interactions within the humanitarian response, ensuring UNESCO's engagement in all relevant UN coordination mechanisms, such as the Interagency Standing Committee (IASC) humanitarian clusters, working in close cooperation with UNESCO field offices, the International Institute for Educational Planning (IIEP) and category 1 institutes, and the New York and Geneva UNESCO liaison offices. The Platform also seeks to strengthen cooperation with regional intergovernmental organizations and develop strategic partnerships with NGOs and professional associations involved in peace-building and disaster mitigation efforts.

**07043** At the operational level, the Platform supports UNESCO field offices in formulating and executing post-conflict and post-disaster responses through programmatic support, the provision of appropriate infrastructure, training and guidance. At headquarters level, the Platform engages programme sectors and central services to facilitate fast-tracked administrative processes, support funds mobilization and ensure adequate staffing of UNESCO offices working in PCPD countries.

**07044** Guided by nationally-owned humanitarian and reconstruction responses, UNESCO's priority areas are to address disrupted or dysfunctional educational systems, cultural and media services, conflict and



disaster-related trauma, and to mitigate the risks of conflict or natural disaster to education systems, communication channels, cultural heritage and biological diversity. UNESCO's expertise includes upstream policy advice and capacity development to restore national planning and management capacities to cope with challenges and "build back better", through technical assistance and advisory services to national authorities, international partners, and professional and civil society organizations in longer-term sustainable reconstruction. Operational activities also focus on "peace dividends" through generating skills, economic opportunities, and empowering local communities to participate in the reconstruction and peace processes. UNESCO supports dialogue, confidence-building and reconciliation efforts, in particular by providing local and national policy-makers with evidence-based research and analysis and a platform for policy debate and dialogue.

**07045**

The Organization expertise in PCPD includes the rehabilitation of education systems through a range of capacity development initiatives including education sector planning for prevention; providing advice and expertise in conflict resolution pertaining to natural resource management and to disaster prevention and mitigation efforts, particularly on how to integrate early warning systems into post-conflict and disaster responses; protecting damaged cultural and natural heritage, including emergency consolidation and rehabilitation of damaged cultural heritage sites and institutions as well as the safeguarding of endangered intangible cultural heritage; providing access to information and strengthening the role of communication and information in fostering mutual understanding, peace-building and reconstruction; 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 and in providing access to humanitarian information in all sectors in crisis situation.

**Expected result 1: An overarching in-house strategy to strengthen PCPD responses through the Field network and at Headquarters, with efficient and timely staffing and administrative support mechanisms, elaborated and implemented**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Overarching strategic framework for PCPD responses prepared within the framework of the PCPD Intersectoral Platform through consultation with all concerned sectors and services</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least three concrete implementation plans elaborated and put into action through relevant field offices and HQ sectors and services</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of staff from Field Offices, category 1 institutes and HQ trained on PCPD strategy and response during the biennium</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least 75 staff trained</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of administrative/financial mechanisms revised or newly implemented to facilitate more timely and efficient PCPD response operation</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least two administrative/financial mechanisms revised or newly implemented</i></li> </ul>

**Expected result 2: Effective contributions made to relevant United Nations system post-crisis coordination mechanisms, joint needs assessments, multi-donor and other post-crisis funding modalities; and interagency coordination bodies at global and UN Country Team levels; UNESCO’s projects included in and subsequently funded under OCHA Humanitarian Appeals**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of UNESCO projects funded and under implementation in OCHA Humanitarian Appeal processes, including through Central Emergency Response Fund (CERF)</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least 10 UNESCO projects funded and under implementation through OCHA Humanitarian Appeal processes and CERF</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of post-crisis joint needs assessment or other prioritization mechanisms at country level in which UNESCO participates</li> </ul>	<ul style="list-style-type: none"> <li>– <i>participation in at least four joint needs assessment or other prioritization mechanisms at country level</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of implemented UNESCO activities funded through Peace-building Fund, OCHA Central Emergency Response Fund, UNDP-Spain MDG Achievement Fund (Peacebuilding and Conflict Resolution Thematic Window) or other multi-donor trust funds</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least ten UNESCO activities under implementation through these funding channels</i></li> </ul>

**Expected result 3: Member States supported in the fields of disaster risk reduction, conflict prevention and peace building, with clear linkages between the relief, recovery and sustainable development phases**

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Number of post-disaster activities supporting national capacity-building in the field of Disaster Risk Reduction implemented</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least five new activities under implementation</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Number of conflict prevention and peace-building initiatives implemented in PCPD countries</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least five new activities under implementation</i></li> </ul>

**Intersectoral platform on UNESCO’s contribution to the mauritius strategy for the further implementation of the 1994 barbados programme of action for the sustainable development of small island developing states (SIDS)**

**Objectives and Strategy**

**07046**

The Platform’s overall objective is to contribute to the sustainable development of SIDS through innovative, strategic and targeted contributions to the fulfilment of the Mauritius Strategy. Drawing on contributions from all five UNESCO programme sectors, the Platform leads and coordinates UNESCO’s contribution to the strategy through the proactive delivery of intersectoral programmes and activities. The Platform’s interventions will reinforce intersectoral action in areas where UNESCO holds a comparative advantage within the UN system, emphasizing the development and strengthening of multilateral interagency partnerships. The Platform’s areas of intervention are guided by the outcomes

of the High-Level five-year review of the Mauritius Strategy as contained in UNGA Resolution 65/2, as well as by Decision 41 adopted by the 185th session of the Executive Board, and Resolution 33 adopted by the 35th session of the General Conference. These documents provide guidance for the identification of UNESCO interventions that directly address the unique vulnerabilities of SIDS as acknowledged by the international community since the UN Conference for Environment and Development in 1992. These interventions address three main objectives.

**07047** The Platform will reinforce resilience in SIDS through targeted action to address the acute vulnerability of SIDS to climate change and natural disasters, which represent grave threats to the viability and even survival of some small island developing States in cooperation also with Intersectoral Platform on UNESCO's Contribution to Climate Change Mitigation and Adaptation.

**07048** Recognizing the specificities of small island cultures and the crucial role of culture in underpinning sustainable development, the Platform will address the safeguarding and reinforcement of island tangible and intangible heritage, including natural and cultural heritage, local and indigenous knowledge as well as island biodiversity. In so doing, the Platform directly follows up on UNESCO's instrumental role in ensuring the inclusion of culture in the Mauritius Strategy.

**07049** Acknowledging the economic vulnerability of SIDS and the urgent need to engage the large populations of SIDS youth in building social, economic and environmental resilience, the Platform will build capacity among SIDS youth with a view towards reinforcing livelihood opportunities. In this regard, particular emphasis will be placed on generating opportunities for young SIDS researchers and students by promoting leadership and career mentoring through university networks and professional societies.

**07050** In view of these objectives, the Platform has identified the following expected results. The expected cost of the regular programme to ensure the implementation of these expected results is estimated at approximately \$1.5 M, supplemented by extrabudgetary resources.

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**Expected Result 1: Resilience of communities reinforced in SIDS, with particular reference to climate change adaptation and natural disaster preparedness, through evidence-based policies, education and capacity development and the mobilization of civil society**

**07051** Modalities of implementation may include: (i) strengthening SIDS climate change adaptation through initiatives such as Climate Frontlines that document SIDS community-based adaptation strategies, and UN inter-agency partnerships that contribute SIDS inputs to policy development through the 2014 Intergovernmental Panel on Climate Change Fifth Assessment Report (IPCC AR5); (ii) advancing climate change education initiatives such as Sandwatch, and undertaking follow-up to recent SIDS climate change experts meetings and events; (iii) pursuing natural disaster preparedness and early warning programmes, as well as field-based initiatives, including work on Tsunamis Early Warning Systems (TEWS); and (iv) active participation in and follow-up to the United Nations Conference on Sustainable Development (Rio+20) process, including the development of new and existing partnerships in the context of the UN Inter-Agency Consultative Group on SIDS and related modalities.

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ SIDS engagement with UNESCO's climate change-related activities further strengthened, through the expansion of SIDS participation in Climate Frontlines and related interagency partnerships</li> </ul>	<ul style="list-style-type: none"> <li>– <i>research projects on local climate change observations and adaptation strategies undertaken in five SIDS</i></li> <li>– <i>at least two activities undertaken in the context of UN interagency partnerships on climate change</i></li> </ul>
<ul style="list-style-type: none"> <li>■ SIDS perspectives clearly reflected in inputs to the Intergovernmental Panel on Climate Change's Fifth Assessment Report (AR5)</li> </ul>	<ul style="list-style-type: none"> <li>– <i>submission to AR5 contains data and information sourced from SIDS and reflecting SIDS priorities</i></li> </ul>
<ul style="list-style-type: none"> <li>■ UNESCO's climate change education initiatives, including Sandwatch, further consolidated and expanded in SIDS</li> </ul>	<ul style="list-style-type: none"> <li>– <i>new programmes implemented in five SIDS covering at least two regions</i></li> </ul>
<ul style="list-style-type: none"> <li>■ SIDS participation in existing UNESCO natural disaster preparedness and early warning programmes expanded</li> </ul>	<ul style="list-style-type: none"> <li>– <i>activities undertaken in at least five new SIDS</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Targeted follow-up on SIDS priorities arising from the United Nations Conference on Sustainable Development (Rio+20) through the development of intersectoral action addressing SIDS vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>– <i>at least one new intersectoral initiative addressing SIDS vulnerabilities launched</i></li> </ul>

**Expected Result 2: SIDS efforts towards sustainable development supported through the safeguarding and reinforcement of island cultural and natural heritage, including local and indigenous knowledge and practices**

**07052**

Modalities of implementation will include: (i) strengthening the role and recognition of SIDS cultures and heritage as essential elements underpinning sustainable island development, in particular through the SIDS subprogrammes within the framework of the World Heritage and Intangible Heritage Conventions; and (ii) enhancing inter-generational transmission of islander knowledge and practice through innovative approaches, including the role of ICTs, in preparation for the ten-year review for the World Summit on Information Societies (2015).

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ SIDS engagement with UNESCO's cultural conventions mobilized and reinforced, with new inscriptions on the World Heritage and Intangible Heritage lists</li> </ul>	<ul style="list-style-type: none"> <li>– <i>four new World Heritage sites in SIDS submitted for inscription</i></li> <li>– <i>Convention on Intangible Heritage ratified by four SIDS</i></li> <li>– <i>institutional capacity-building activities related to the Intangible Heritage Convention undertaken in five SIDS</i></li> </ul>
<ul style="list-style-type: none"> <li>■ SIDS in two or more regions participating in intersectoral projects focusing on the ICT-assisted transmission of local and indigenous knowledge in formal and non-formal educational contexts</li> </ul>	<ul style="list-style-type: none"> <li>– <i>intersectoral projects focusing on the ICT-assisted transmission of local and indigenous knowledge in formal and non-formal educational contexts implemented in two regions</i></li> </ul>

**Expected Result 3: Capacity built in SIDS for the development and implementation of policies and practices that reinforce educational, economic and livelihood opportunities for island youth, both women and men, with particular reference to ESD, TVET, STI, media and information, and cultural industries**

07053

Modalities of implementation will include: (i) elaborating and strengthening SIDS-focused networks and intersectoral education, research and training programmes at primary, secondary and higher education levels, such as the University Consortium of Small Island States, with a focus on initiatives that interconnect all SIDS regions; (ii) training and networking opportunities for students will be generated through the development of new SIDS-SIDS, S-S and N-S-S cooperative arrangements; (iii) capacity development for young SIDS researchers planned and developed in close collaboration with UNESCO expertise and networks established under MP I, II and III, (iv) developing new actions focused on key SIDS youth issues such as the development of socio-economic opportunities, through programmes such as TVET, YouthXchange and Youth Visioning for Island Living; and (v) revitalising the SIDS-focused component of the International Programme for the Development of Communication relating to media development, access to information and strengthening of the information society.

<i>Performance indicators</i>	<i>Benchmarks</i>
<ul style="list-style-type: none"> <li>■ Engagement with key SIDS higher education networks reinforced and expanded through new interregional cooperation agreements</li> </ul>	<ul style="list-style-type: none"> <li>– <i>new cooperation arrangement with the University Consortium of Small Island States launched and implemented; at least one additional network activity implemented</i></li> <li>– <i>at least one international student leadership programme launched</i></li> <li>– <i>at least one activity involving two SIDS regions</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Training programmes for young researchers established and implemented</li> </ul>	<ul style="list-style-type: none"> <li>– <i>training programme undertaken in two SIDS regions</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Expansion and consolidation of activities targeting the development of opportunities for SIDS youth</li> </ul>	<ul style="list-style-type: none"> <li>– <i>new initiative launched based on UNESCO’s Youth Visioning for Islands Living and YouthXchange and other youth-focused programmes</i></li> </ul>
<ul style="list-style-type: none"> <li>■ Development and implementation of SIDS-specific intersectoral programmes enhancing access to information and development of local media in SIDS</li> </ul>	<ul style="list-style-type: none"> <li>– <i>capacity development activities for SIDS media professionals organized</i></li> <li>– <i>community radio and rural multimedia community centres in SIDS reviewed and reinforced</i></li> </ul>

**Intersectoral Platform on priority Africa and its implementation by UNESCO**

**Objectives and Strategy**

07054

The Intersectoral Platform is a mechanism for coordinating, supporting and monitoring the implementation of the programme and budget priority allocated to Africa and its needs in UNESCO’s domains. The platform will strengthen its means of action and introduce new programmes and special projects in consultation with the programme sectors. There will be two levers for promoting and coordinating intersectoral activity.

**07055** Led by ADG/AFR and coordinated by the Africa Department, the Africa platform will be required to identify, formulate and provide technical assistance and take part in the implementation of a select number of major intersectoral projects, validated by Member States which are expected to have considerable impact on the ground. It will continue to provide support for ongoing regional strategies and projects such as use of the General History of Africa in education, the Slave Route, the UNESCO strategy on youth and the three major initiatives under Africa's Science and Technology Consolidated Plan of Action.

**07056** Furthermore, the Africa platform will ensure implementation of decisions adopted by the Organization's governing bodies. It will establish synergies and common programmes with other platforms, if need be, including in particular the Intersectoral Platform for a Culture of Peace and Non-violence.

**07057** Action taken by the Africa Intersectoral Platform will be geared mainly to achieving international goals and commitments, such as Education for All (EFA), the Millennium Development Goals (MDGs) and those of the African Union (AU), including the New Partnership for Africa's Development (NEPAD), which determine the common framework for international action in furtherance of Africa's development. It will also take into account UNESCO's gender equality action plan and the Organization's new programme directions on culture as a factor of development and the promotion of a Culture of Peace and Non-Violence.

**07058** More specifically, the platform will aim to:

- (a) give fresh impetus to intersectorality and interdisciplinarity, both in the sectors and in field offices;
- (b) identify and draw up, in cooperation with the sectors, field offices, UNESCO category 1 institutes and partners, an action plan including a programme of activities, budgetary data and a resource mobilization strategy;
- (c) mobilize substantive, technical and financial resources to implement the action plan;
- (d) implement, jointly with the sectors, field offices, UNESCO category 1 institutes and partners, projects identified under the platform, through multisectoral technical assistance teams;
- (e) establish a data bank on activities under way and/or implemented and draw up reports for the governing bodies;
- (f) carry out communication and visibility activities on progress achieved in implementing Priority Africa.

**07059** In order to ensure that UNESCO's programme is in line with that of the African Union and its NEPAD programme, the frame of reference for the Africa platform's action will be the decisions and governance texts of the African Union and the regional economic communities on the promotion of regional integration in UNESCO's various fields of competence, including in particular:

- Plan of Action for the Second Decade of Education for Africa;
- Africa's Science and Technology Consolidated Plan of Action;
- Nairobi Plan of Action for Cultural Industries in Africa;
- decisions on the links between education and culture;
- peace and security;
- African Common Position on Climate Change;
- African Youth Charter and plan of action of the Decade for Youth Development and Empowerment in Africa; and
- decisions on information and communication.



The Africa Platform action will be geared to questions and issues that are crucial to the Continent, as expressed by African Member States in their regional bodies' framework documents. It will endeavour to respond to the African countries' needs so that they may achieve the MDGs and EFA goals. The main lines of action set out below take into account the Organization's new directions on the role of culture in sustainable development, the need to refocus its mission on peace-building and the role of women and young people in Africa's future:

- (a) education for a culture of peace and non-violence in Africa;
- (b) strengthening the links between education and culture for sustainable development;
- (c) mobilization of science, technology and innovation for sustainable development;
- (d) promoting the training, employment and social integration of young people;
- (e) role of higher education in strengthening education and research systems.

**Expected result 1: A priority Africa Action Plan, including: objectives, activities, implementation strategy and allocated resources, drawn up and implemented by Field Offices and UNESCO institutes, in close cooperation with other agencies in the United Nations system and other partners**

*Performance indicators*

- Number of major intersectoral projects included in the Priority Africa Action Plan and reflected in the work plans
- Resource mobilization strategy for Priority Africa put in place with accountability vested in the programme sectors and offices in the subregion

**Expected result 2: Special programmes and projects on the main lines of action identified and included in UNESCO's strategy for Africa supported and/or implemented jointly with UNESCO's partners, with coordination by and technical assistance from the Africa Platform**

*Performance indicators*

- Three or four specific regional or subregional programmes/projects drawn up, validated by Member States or regional organizations and extrabudgetary funds sought
- Technical assistance provided by UNESCO to Member States and to major specialized agencies of the African Union for the implementation of the programmes/projects accepted under the platform
- Progress reports on project implementation submitted regularly to the Organization's governing bodies and meetings held to exchange experiential data on project/programme implementation

**Expected result 3: Priority Africa activities monitoring the implementation of plans of action (African Union decisions) systematically reviewed**

*Performance indicators*

- Annual report on the impact of UNESCO cooperation in Africa, by sector, submitted to the governing bodies
- Regular statistical analyses of the budget allocated for Africa and for various themes on Africa
- Monitoring of the alignment of UNESCO activities in Africa with the needs expressed by Member States and in African Union decisions

# Field Office implementation of decentralized programmes

## Field – 1

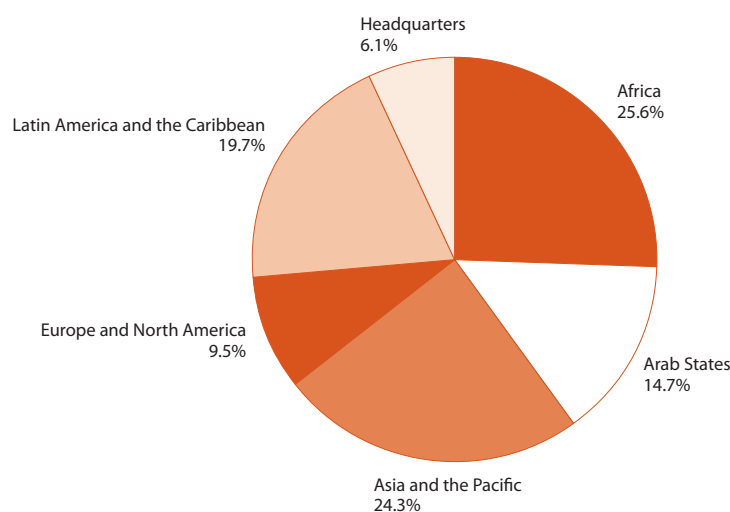
Activities/Staff	Regular Budget							Total 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	35 C/5 Approved	Comparative Transfers In/(out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%			
	\$	\$	\$	\$	\$	\$	\$	\$	
<b>1. Field Management of decentralized programme (staff)</b>	56 189 400	267 700	<b>56 457 100</b>	1 759 200	(850 500)	(1 182 700)	<b>56 183 100</b>	423 800	
<b>2. Field offices operating costs</b>	19 865 200	–	<b>19 865 200</b>	619 200	(328 400)	–	<b>20 156 000</b>	1 123 800	
<b>3. Field coordination at Headquarters</b>									
Activities	388 200	–	<b>388 200</b>	12 100	(91 100)	–	<b>309 200</b>	–	
Staff	4 305 000	(887 600)	<b>3 417 400</b>	156 100	(290 100)	(67 600)	<b>3 215 800</b>	228 600	
<b>Total</b>	<b>80 747 800</b>	<b>(619 900)</b>	<b>80 127 900</b>	<b>2 546 600</b>	<b>(1 560 100)</b>	<b>(1 250 300)</b>	<b>79 864 100</b>	<b>1 776 200</b>	

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

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Region/Headquarters	Regular budget breakdown by region						
	Field Management of decentralized programme (staff)	Field offices operating costs	Field Coordination at Headquarters		Posts	Total	
			Activity	Staff		\$	%
Africa	14 241 300	6 229 100	–	–	114	20 470 400	25.6%
Arab States	9 338 600	2 408 300	–	–	62	11 746 900	14.7%
Asia and the Pacific	14 460 000	4 953 600	–	–	116	19 413 600	24.3%
Europe and North America	4 160 100	3 419 400	–	–	17	7 579 500	9.5%
Latin America and the Caribbean	13 983 100	1 774 600	–	–	92	15 757 700	19.7%
<b>Total, Field</b>	<b>56 183 100</b>	<b>18 785 000</b>	<b>–</b>	<b>–</b>	<b>401</b>	<b>74 968 100</b>	<b>93.9%</b>
<b>Headquarters</b>	<b>–</b>	<b>1 371 000</b>	<b>309 200</b>	<b>3 215 800</b>	<b>13</b>	<b>4 896 000</b>	<b>6.1%</b>
<b>Total, Field Office implementation of decentralized programmes</b>	<b>56 183 100</b>	<b>20 156 000</b>	<b>309 200</b>	<b>3 215 800</b>	<b>414</b>	<b>79 864 100</b>	<b>100.0%</b>

Regular budget



## Field – 2

Items of Expenditure	Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
		\$	\$	
<b>1. Field Management of decentralized programmes</b>				
Staff (established posts)		56 183 100	56 183 100	423 800
<b>2. Field office operating costs</b>				
<b>I. Field office running costs</b>				1 123 800
Temporary assistance	4 644 100		4 644 100	
Staff travel on official business	1 446 800		1 446 800	
Contractual services	124 300		124 300	
General operating expenses	10 742 500		10 742 500	
Improvement of premises	36 400		36 400	
Supplies and materials	919 600		919 600	
Furniture and equipment	730 600		730 600	
Other expenditure	515 700		515 700	
<b>Subtotal</b>	<b>19 160 000</b>	<b>-</b>	<b>19 160 000</b>	<b>1 123 800</b>
<b>II. Sums administered by the Bureau of Field Coordination for the reinforcement of field offices</b>				
UNESCO's participation in pilots for the "One UN" initiative	600 000		600 000	
Administrative support for post conflict and post disaster	396 000		396 000	
<b>Subtotal</b>	<b>996 000</b>	<b>-</b>	<b>996 000</b>	<b>-</b>
<b>Total, Field office operating costs</b>	<b>20 156 000</b>	<b>-</b>	<b>20 156 000</b>	<b>1 123 800</b>
<b>3. Field coordination at Headquarters</b>				
<b>I. Staff (established posts)</b>		3 215 800	3 215 800	228 600
<b>II. Other costs:</b>				
Temporary assistance	55 000		55 000	
Staff travel on official business	94 000		94 000	
Contractual services	45 000		45 000	
General operating expenses	60 000		60 000	
Supplies and materials	20 000		20 000	
Furniture and equipment	21 000		21 000	
Other expenditure	14 200		14 200	
<b>Total, Field offices coordination (Headquarters)</b>	<b>309 200</b>	<b>3 215 800</b>	<b>3 525 000</b>	<b>228 600</b>
<b>Total, Field office implementation of decentralized programmes</b>	<b>20 465 200</b>	<b>59 398 900</b>	<b>79 864 100</b>	<b>1 776 200</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

# Supplementary funding for the Field Network Reform

## Field Network Reform

Regular Budget							
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total 36 C/5 alternative ZNG scenario
	\$	\$	\$	\$	\$	\$	\$
<b>Supplementary funding for the Field Network Reform</b>							
Activities	-	-	-	-	2 465 000	-	2 465 000
Staff	-	-	-	-	6 535 000	-	6 535 000
<b>Total</b>	-	-	-	-	<b>9 000 000</b>	-	<b>9 000 000</b>

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

This budget line will cover additional recurrent and non-recurrent costs in consequence of the gradual implementation of UNESCO's reform of its field network in Africa during the 36 C/5 period. A detailed account of the budgeted expenses will be presented separately in the documents that will be put forward to the 187th session of the Executive Board and the 36th session of the General Conference.

# Part II – Programmes and Programme-Related Services

## II.B – Programme-Related Services

*There are no changes in the narrative of Volume 2 for the following chapters of Part II.B:*

*Chapter 1 – Coordination and monitoring of action to benefit Africa*

*Chapter 2 – Coordination and monitoring of action to benefit Gender Equality*

*Chapter 3 – Strategic planing, programme monitoring and budget preparation*



# II.B – Programme-Related Services

## Part II.B – 1

Programme-Related Services	Regular Budget						Total 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%		
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Chapter 1 Coordination and monitoring of action to benefit Africa</b>								
Activities	1 044 400	-	<b>1 044 400</b>	32 600	360 100	-	<b>1 437 100</b>	-
Staff	3 631 900	-	<b>3 631 900</b>	166 700	637 300	(91 400)	<b>4 344 500</b>	-
<b>Total, Chapter 1</b>	<b>4 676 300</b>	-	<b>4 676 300</b>	<b>199 300</b>	<b>997 400</b>	<b>(91 400)</b>	<b>5 781 600</b>	-
<b>Chapter 2 Coordination and monitoring of action to benefit Gender Equality<sup>(2)</sup></b>								
Activities	-	166 000	<b>166 000</b>	5 200	263 400	-	<b>434 600</b>	-
Staff	-	1 306 500	<b>1 306 500</b>	67 000	403 600	(36 600)	<b>1 740 500</b>	-
<b>Total, Chapter 2</b>	-	<b>1 472 500</b>	<b>1 472 500</b>	<b>72 200</b>	<b>667 000</b>	<b>(36 600)</b>	<b>2 175 100</b>	-
<b>Chapter 3 Strategic planning, programme monitoring and budget preparation<sup>(2)(3)(5)</sup></b>								
Activities	1 435 000	323 400	<b>1 758 400</b>	54 800	(382 900)	-	<b>1 430 300</b>	505 000
Staff	6 345 000	1 517 400	<b>7 862 400</b>	390 000	(379 500)	(162 400)	<b>7 710 500</b>	5 730 700
<b>Total, Chapter 3</b>	<b>7 780 000</b>	<b>1 840 800</b>	<b>9 620 800</b>	<b>444 800</b>	<b>(762 400)</b>	<b>(162 400)</b>	<b>9 140 800</b>	<b>6 235 700</b>
<b>Chapter 4 Organization-wide knowledge management</b>								
Activities	-	2 184 000	<b>2 184 000</b>	68 100	(258 400)	-	<b>1 993 700</b>	-
Staff	-	2 604 300	<b>2 604 300</b>	124 300	412 300	(64 700)	<b>3 076 200</b>	2 040 800
<b>Total, Chapter 4</b>	-	<b>4 788 300</b>	<b>4 788 300</b>	<b>192 400</b>	<b>153 900</b>	<b>(64 700)</b>	<b>5 069 900</b>	<b>2 040 800</b>
<b>Chapter 5 External relations and public information<sup>(4)</sup></b>								
Activities	-	4 721 000	<b>4 721 000</b>	147 200	(1 683 500)	-	<b>3 184 700</b>	-
Staff	-	24 996 800	<b>24 996 800</b>	1 186 700	(1 152 300)	(516 100)	<b>24 515 100</b>	1 483 900
<b>Total, Chapter 5</b>	-	<b>29 717 800</b>	<b>29 717 800</b>	<b>1 333 900</b>	<b>(2 835 800)</b>	<b>(516 100)</b>	<b>27 699 800</b>	<b>1 483 900</b>
<b>Public Information<sup>(4)</sup></b>								
Activities	2 083 700	(2 083 700)	-	-	-	-	-	-
Staff	11 588 100	(11 588 100)	-	-	-	-	-	-
<b>Total, Public Information</b>	<b>13 671 800</b>	<b>(13 671 800)</b>	-	-	-	-	-	-
<b>Budget planning and management<sup>(5)</sup></b>								
Activities	507 700	(507 700)	-	-	-	-	-	-
Staff	4 332 200	(4 332 200)	-	-	-	-	-	-
<b>Total, Budget planning and management</b>	<b>4 839 900</b>	<b>(4 839 900)</b>	-	-	-	-	-	-
<b>Total, Part II.B</b>	<b>30 968 000</b>	<b>19 307 700</b>	<b>50 275 700</b>	<b>2 242 600</b>	<b>(1 779 900)</b>	<b>(871 200)</b>	<b>49 867 200</b>	<b>9 760 400</b>

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

- (1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.
- (2) As per DG Ivory Note DG/NOTE/10/17 and subsequent decisions of the Director-General, the Division for Gender Equality has been transferred from the Bureau of Strategic Planning (BSP: Part II.B) to a separate Division for Gender Equality (Part II.B) which reports directly to the Executive Office of the Director-General.
- (3) As per DG Ivory Notes DG/NOTE/10/23 and DG/NOTE/10/31 the Division of Cooperation with Extrabudgetary Funding Sources and the Section for Central Analysis & Planning have been integrated into the Bureau of Strategic Planning.
- (4) As per DG Ivory Note DG/NOTE/10/34, the Bureau of Public Information (BPI) has been merged with the Sector for External Relations and Cooperation (ERC: Part III) to form a new Sector for External Relations and Public Information (ERI).
- (5) As per DG Ivory Notes DG/NOTE/10/31 and DG/NOTE/10/32, units of the Bureau of the Budget (BB) have been transferred either to the Bureau of Strategic Planning (BSP: Part II.B) or to the newly formed Bureau of Financial Management (BFM: Part III.B).



Regular Budget								Extrabudgetary Resources <sup>(1)</sup>
Programme-Related Services	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$	\$	\$	\$	\$

## Part II.B – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE							
Programme-Related Services	35 C/5 Approved as adjusted			36 C/5 alternative ZNG scenario			
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total	
<b>Coordination and monitoring of action to benefit Africa</b>							
Regular Budget Headquarters	8	6	14	10	6	16	
Regular Budget Field	2	–	2	2	–	2	
Other funding sources	1	–	1	–	–	–	
<b>Coordination and monitoring of action to benefit Gender Equality</b>							
Regular Budget Headquarters	4	1	5	5	1	6	
Other funding sources	–	–	–	–	–	–	
<b>Strategic planning, programme monitoring and budget preparation</b>							
Regular Budget Headquarters	22	11	33	20	9	29	
Other funding sources	17	9	26	16	5	21	
<b>Organization-wide knowledge management</b>							
Regular Budget Headquarters	11	1	12	11	2	13	
Other funding sources	7	–	7	7	–	7	
<b>External relations and public information</b>							
Regular Budget Headquarters	55	61	116	55	54	109	
Regular Budget Field	4	–	4	4	–	4	
Other funding sources	2	3	5	4	2	6	
<b>TOTAL, Part II.B</b>							
Total, Regular Budget Headquarters	100	80	180	101	72	173	
Total, Regular Budget Field	6	–	6	6	–	6	
<b>Total, Regular Budget</b>	<b>106</b>	<b>80</b>	<b>186</b>	<b>107</b>	<b>72</b>	<b>179</b>	
Total, Other funding sources	27	12	39	27	7	34	
<b>GRAND TOTAL</b>	<b>133</b>	<b>92</b>	<b>225</b>	<b>134</b>	<b>79</b>	<b>213</b>	

Other funding sources: includes posts financed from Programme Support Cost income and/or other Self-Financing Funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$
<b>Chapter 1 Coordination and monitoring of action to benefit Africa</b>				
I. Staff (established posts)		4 344 500	4 344 500	–
II. Other costs:				
Temporary assistance	170 000		170 000	–
Overtime	30 000		30 000	–
Participants (delegates) travel	250 000		250 000	–
Staff travel on official business	380 000		380 000	–
Contractual services	135 000		135 000	–
General operating expenses	258 500		258 500	–
Supplies and materials	45 000		45 000	–
Furniture and equipment	45 000		45 000	–
Other expenditure	123 600		123 600	–
<b>Total, Chapter 1</b>	<b>1 437 100</b>	<b>4 344 500</b>	<b>5 781 600</b>	<b>–</b>
<b>Chapter 2 Coordination and monitoring of action to benefit Gender Equality</b>				
I. Staff (established posts)		1 740 500	1 740 500	–
II. Other costs:				
Temporary assistance	80 000		80 000	–
Participants (delegates) travel	25 000		25 000	–

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

Items of Expenditure		Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
		Activities	Staff	Total 36 C/5 alternative ZNG scenario	
		\$	\$	\$	\$
	Staff travel on official business	141 700		141 700	-
	Contractual services	73 900		73 900	-
	General operating expenses	55 000		55 000	-
	Supplies and materials	25 000		25 000	-
	Furniture and equipment	29 000		29 000	-
	Financial allocations/fellowships/contributions	-		-	-
	Other expenditure	5 000		5 000	-
	<b>Total, Chapter 2</b>	<b>434 600</b>	<b>1 740 500</b>	<b>2 175 100</b>	<b>-</b>
<b>Chapter 3</b>	<b>Strategic planning, programme monitoring and budget preparation</b>				
	I. Staff (established posts)		7 710 500	7 710 500	5 730 700
	II. Other costs:				505 000
	Temporary assistance	190 000		190 000	-
	Participants (delegates) travel	49 900		49 900	-
	Staff travel on official business	410 000		410 000	-
	Contractual services	429 000		429 000	-
	General operating expenses	154 400		154 400	-
	Supplies and materials	71 000		71 000	-
	Furniture and equipment	63 000		63 000	-
	Other expenditure	63 000		63 000	-
	<b>Total, Chapter 3</b>	<b>1 430 300</b>	<b>7 710 500</b>	<b>9 140 800</b>	<b>6 235 700</b>
<b>Chapter 4</b>	<b>Organization-wide knowledge management</b>				
	I. Staff (established posts)		3 076 200	3 076 200	2 040 800
	II. Sums administered on behalf of the Organization as a whole	1 993 700		1 993 700	-
	<b>Total, Chapter 4</b>	<b>1 993 700</b>	<b>3 076 200</b>	<b>5 069 900</b>	<b>2 040 800</b>
<b>Chapter 5</b>	<b>External relations and public information</b>				
	I. Staff (established posts)		24 515 100	24 515 100	1 483 900
	II. Other costs:				
	Temporary assistance	548 300		548 300	-
	Overtime	-		-	-
	Participants (delegates) travel	337 000		337 000	-
	Staff travel on official business	524 600		524 600	-
	Contractual services	1 141 600		1 141 600	-
	General operating expenses	414 900		414 900	-
	Supplies and materials	55 800		55 800	-
	Furniture and equipment	108 500		108 500	-
	Other expenditure	54 000		54 000	-
	<b>Total, Chapter 5</b>	<b>3 184 700</b>	<b>24 515 100</b>	<b>27 699 800</b>	<b>1 483 900</b>
	<b>Total, Part II.B</b>	<b>8 480 400</b>	<b>41 386 800</b>	<b>49 867 200</b>	<b>9 760 400</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## Chapter 4 – Organization-wide knowledge management

**Unit responsible:** Bureau for Knowledge and Information Systems Management (SSM/KISM)

**09401** This will involve developing a Knowledge and Information Systems Management (KISM) strategy in order to support knowledge creation, capture, retention and sharing throughout a widely distributed Organization. The Office of the Chief Information Officer will harness ICT technology to support effective and efficient decision making at all levels of the Organization and enhance organizational learning.

**09402** The Bureau is under the overall authority of the Assistant Director-General for Support Services Management (ADG/SSM) and serves as the principal advisory body to the Director-General and the Senior Management in the field of Knowledge and Information management, Information and Communication Technology and systems integration to lead innovation, increase business impact and optimize UNESCO's investment in ICT and enhance coherence within the UN system.

**09403** **Expected results at the end of the biennium:**

---

**Strategic vision for knowledge and information management elaborated including requirements for knowledge dissemination**

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**Governance and decision-making process for investments in knowledge and information management defined and implemented across the Organization**

# Chapter 5 – External relations and public information

**Unit responsible:** Sector for External Relations and Public Information (ERI)

## 1. Strengthening relations with Member States and International Organizations

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

### 1.1 Relations with Member States

#### **09510** 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 so that Permanent Delegates and Observers are well informed about UNESCO's activities through regular and sectoral thematic information meetings and a customized website**

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**Director-General's official visits to Member States and Intergovernmental Organizations are organized more strategically in collaboration with the relevant Sectors and Services**

---

### 1.2 Relations with international organizations

#### **09514** Expected results at the end of the biennium:

---

**UNESCO's involvement in the United Nations system enhanced, including through the coordination of substantive inputs to major international meetings and to United Nations documents and reports**

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**Cooperation with other specialized agencies and intergovernmental organizations developed, preparation and implementation of joint projects and monitoring of cooperation agreements strengthened**

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## 2. Enhancing the cooperation with National Commissions and civil society

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

### 2.1 Strengthening the role and capacity of National Commissions and developing Partnerships with Related Networks

#### **09526** Expected results at the end of the biennium:

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**Effective contribution of National Commissions and related networks to the preparation, implementation and evaluation of UNESCO's programmes secured, through an active involvement of National Commissions for the mobilization of UNESCO partners and for the visibility of UNESCO and for partnerships with Parliamentarians, UNESCO Clubs movement, cities and local authorities**

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**Cooperation between National Commissions and UNESCO field networks encouraged within the United Nations common country programming and annual reporting on the cooperation with National Commissions, using, *inter alia*, information provided by the latter on the impact of their activities, mobilization of partners and/or funds, and programmatic contribution**

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### 3. Public information

**Unit responsible:** Division of Public Information (DPI)

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

**09532** **Expected results at the end of the biennium:**

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**Resulting from the communication plan, the public at large has access to and consults information about UNESCO's programme priorities which contribute to enhanced public awareness of the Organization's mandate and action**

(a) Media

**09534** **Expected results at the end of the biennium:**

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**Increased and more positive coverage of UNESCO's activities and priorities in leading national and international media outlets inducing a better knowledge of UNESCO's image in the media and partnerships established with major news organizations**

(b) Audiovisual

**09536** **Expected results at the end of the biennium:**

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**Enhanced visibility of UNESCO through increased use of UNESCO's audiovisual materials – including videos and photos by media networks, television and other multimedia information sources**

(c) Special events

**09538** **Expected results at the end of the biennium:**

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**Enhanced visibility of UNESCO internationally (image and recognition) through the organization of corporate and cultural events based on extended partnerships with governments, the civil society, the private sector and the media and through a more coherent strategy for governing UNESCO Prizes**

(d) Publications, branding and merchandizing

**09540** **Expected results at the end of the biennium:**

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**Publications programme enhanced and a coherent set of communication materials prepared and distributed by sectors and services, UNESCO branding and merchandizing capacities improved, with a better evaluation of the impact of UNESCO's name and logo, and an improved strategy for their use**

(e) Web corporate services

**09542** **Expected results at the end of the biennium:**

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**Dissemination of knowledge and information facilitated via the integrated web content management platform**

## **Part II – Programmes and Programme-Related Services**

### **II.C – Participation Programme and Fellowships**



## II.C – Participation Programme and Fellowships

### Part II.C – 1

Participation Programme and Fellowships	Regular Budget						Total 36 C/5 alternative ZNG scenario	Extrabudgetary Resources <sup>(1)</sup>
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting (inflation & statutory increases)	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%		
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Chapter 1 Participation Programme</b>								
Activities	19 050 000	–	<b>19 050 000</b>	519 200	(1 598 300)	–	<b>17 970 900</b>	–
Staff	930 200	164 000	<b>1 094 200</b>	60 100	(18 400)	(23 400)	<b>1 112 500</b>	–
<b>Total, Chapter 1</b>	<b>19 980 200</b>	<b>164 000</b>	<b>20 144 200</b>	<b>579 300</b>	<b>(1 616 700)</b>	<b>(23 400)</b>	<b>19 083 400</b>	–
<b>Chapter 2 Fellowships Programme</b>								
Activities	1 165 500	–	<b>1 165 500</b>	36 300	(151 800)	–	<b>1 050 000</b>	869 700
Staff	695 500	–	<b>695 500</b>	35 900	(125 100)	(12 500)	<b>593 800</b>	696 800
<b>Total, Chapter 2</b>	<b>1 861 000</b>	–	<b>1 861 000</b>	<b>72 200</b>	<b>(276 900)</b>	<b>(12 500)</b>	<b>1 643 800</b>	<b>1 566 500</b>
Total, Activities	20 215 500	–	<b>20 215 500</b>	555 500	(1 750 100)	–	<b>19 020 900</b>	869 700
Total, Staff	1 625 700	164 000	<b>1 789 700</b>	96 000	(143 500)	(35 900)	<b>1 706 300</b>	696 800
<b>Total, Part II.C</b>	<b>21 841 200</b>	<b>164 000</b>	<b>22 005 200</b>	<b>651 500</b>	<b>(1 893 600)</b>	<b>(35 900)</b>	<b>20 727 200</b>	<b>1 566 500</b>

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

- (1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

### Part II.C – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Participation Programme and Fellowships	35 C/5 Approved as adjusted			36 C/5 alternative ZNG scenario		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
<b>Participation Programme</b>						
Regular Budget Headquarters	2	4	6	2	4	6
<b>Fellowships Programme</b>						
Regular Budget Headquarters	–	5	5	–	4	4
Other funding sources	2	–	2	2	–	2
<b>Total, Part II.C</b>						
Total, Regular Budget Headquarters	2	9	11	2	8	10
<b>Total, Regular Budget</b>	<b>2</b>	<b>9</b>	<b>11</b>	<b>2</b>	<b>8</b>	<b>10</b>
Total, Other funding sources	2	–	2	2	–	2
<b>GRAND TOTAL</b>	<b>4</b>	<b>9</b>	<b>13</b>	<b>4</b>	<b>8</b>	<b>12</b>

Other funding sources: Includes posts financed from Programme Support Cost income and/or other Self-Financing Funds.

Items of Expenditure		REGULAR BUDGET			Extrabudgetary Resources <sup>(1)</sup>
		Activities	Staff	Total 36 C/5 alternative ZNG scenario	
		\$	\$	\$	\$
<b>Chapter 1</b>	<b>Participation Programme</b>				
	I. Staff (established posts)		1 112 500	1 112 500	-
	II. Other costs:				
	Temporary assistance	16 000		16 000	-
	Staff travel on official business	12 000		12 000	-
	Contractual services	8 000		8 000	-
	General operating expenses	9 200		9 200	-
	Supplies and materials	2 500		2 500	-
	Furniture and equipment	5 400		5 400	-
	Financial contributions	17 917 800		17 917 800	-
	<b>Total, Chapter 1</b>	<b>17 970 900</b>	<b>1 112 500</b>	<b>19 083 400</b>	<b>-</b>
<b>Chapter 2</b>	<b>Fellowships Programme</b>				
	I. Staff (established posts)		593 800	593 800	696 800
	II. Other costs:				869 700
	Temporary assistance	8 000		8 000	-
	Staff travel on official business	8 000		8 000	-
	Contractual services	9 000		9 000	-
	General operating expenses	33 800		33 800	-
	Supplies and materials	4 500		4 500	-
	Furniture and equipment	9 700		9 700	-
	Fellowships and study grants	977 000		977 000	-
	<b>Total, Chapter 2</b>	<b>1 050 000</b>	<b>593 800</b>	<b>1 643 800</b>	<b>1 566 500</b>
	<b>Total, Part II.C</b>	<b>19 020 900</b>	<b>1 706 300</b>	<b>20 727 200</b>	<b>1 566 500</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## Chapter 1 – Participation Programme

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

**10103**

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

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**Formulation, evaluation and follow-up of requests improved 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)**

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**Implementation of adjustable strategies to meet the special and urgent needs of some groups of countries with common characteristics improved**

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**Participation Programme impact and accountability mechanisms strengthened through enhanced information and communication with Member States at all stages of Programme execution**

## Chapter 2 – Fellowships Programme

*In the framework of the alternative budget option, the following paragraphs should read as follows:*

**10202**

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

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**National capacities in Member States enhanced in UNESCO's programme priorities**

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**Fellowship beneficiaries empowered in programme priority areas through sharing of knowledge and upgrading of skills at graduate and post graduate levels**

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**Thematic areas aligned to strategic programme objectives and biennial sectoral priorities**

# Part III – Corporate Services

*There are no changes in the narrative of Volume 2 for:*

*Part III.A – Human resources management*

*III.B – Financial management*

**Part III – 1**

Regular Budget								Extrabudgetary Resources <sup>(1)</sup>
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Technical Adjustments	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$	\$	\$	\$	\$
<b>A. Human resources management</b>								
<b>1. Human resources management</b>								
Activities	5 143 700	(100 000)	<b>5 043 700</b>	157 200	(927 000)	–	<b>4 273 900</b>	–
Staff	16 715 700	45 600	<b>16 761 300</b>	793 500	(644 500)	(348 700)	<b>16 561 600</b>	443 000
<b>2. Corporate-wide training and development of staff</b>	4 760 000	–	<b>4 760 000</b>	148 400	(908 400)	–	<b>4 000 000</b>	–
<b>3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs</b>	6 114 800	–	<b>6 114 800</b>	1 685 200	2 000 000	–	<b>9 800 000</b>	–
<b>Total, Part III.A</b>	<b>32 734 200</b>	<b>(54 400)</b>	<b>32 679 800</b>	<b>2 784 300</b>	<b>(479 900)</b>	<b>(348 700)</b>	<b>34 635 500</b>	<b>443 000</b>
<b>B. Financial management<sup>(2)</sup></b>								
<b>1. Financial Management</b>								
Activities	–	782 100	<b>782 100</b>	24 600	(368 200)	–	<b>438 500</b>	–
Staff	–	12 712 900	<b>12 712 900</b>	638 200	(761 500)	(259 500)	<b>12 330 100</b>	2 923 400
<b>2. Corporate-wide insurance premiums</b>	–	875 000	<b>875 000</b>	75 000	(250 000)	–	<b>700 000</b>	–
<b>Total, Part III.B</b>	<b>–</b>	<b>14 370 000</b>	<b>14 370 000</b>	<b>737 800</b>	<b>(1 379 700)</b>	<b>(259 500)</b>	<b>13 468 600</b>	<b>2 923 400</b>
<b>C. Support services management</b>								
<b>1. Coordination, IT infrastructure, systems and communications management</b>								
<b>Chapter 1 – Coordination, support, monitoring and evaluation</b>								
Activities	218 600	–	<b>218 600</b>	6 800	(29 400)	–	<b>196 000</b>	–
Staff	3 168 000	–	<b>3 168 000</b>	171 700	–	(68 800)	<b>3 270 900</b>	188 000
<b>Procurement<sup>(3)</sup></b>								
Activities	65 400	(65 400)	–	–	–	–	–	–
Staff	2 582 300	(2 582 300)	–	–	–	–	–	–

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

- (1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.
- (2) As per DG Ivory Note DG/NOTE/10/31, the Bureau of the Comptroller (BOC), a part of the Bureau of the Budget (BB) and the field administrative support unit of the Bureau of Field Coordination (BFC) have been merged into the newly established Bureau of Financial Management (BFM: Part III.B).
- (3) As a result of the restructuring of the Sector for Support Services Management (SSM), the Division of Procurement has been integrated into the Division of Common Services Management formerly the Headquarter's Division.

Regular Budget								Extrabudgetary Resources <sup>(1)</sup>
Activities/Staff	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Recosting/ Technical Adjustments	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total 36 C/5 alternative ZNG scenario	
<b>Chapter 2 – Information systems and telecommunications management</b>								
Activities	6 201 100	(2 084 000)	<b>4 117 100</b>	128 300	(522 800)	–	3 722 600	–
Staff	14 908 700	(2 839 100)	<b>12 069 600</b>	565 800	(1 009 600)	(239 800)	11 386 000	815 200
<b>Total, Part III.C.1</b>	<b>27 144 100</b>	<b>(7 570 800)</b>	<b>19 573 300</b>	<b>872 600</b>	<b>(1 561 800)</b>	<b>(308 600)</b>	<b>18 575 500</b>	<b>1 003 200</b>
<b>2. Conferences, languages and documents services management</b>								
<b>Chapter 3 – Conferences, languages and documents management</b>								
Activities	1 883 200	–	<b>1 883 200</b>	58 700	(854 800)	–	1 087 100	1 781 100
Staff	21 883 400	–	<b>21 883 400</b>	1 106 400	(2 540 200)	(421 700)	20 027 900	2 669 000
<b>Total, Part III.C.2</b>	<b>23 766 600</b>	<b>–</b>	<b>23 766 600</b>	<b>1 165 100</b>	<b>(3 395 000)</b>	<b>(421 700)</b>	<b>21 115 000</b>	<b>4 450 100</b>
<b>3. Common services management including procurement, Headquarters security and utilities</b>								
<b>Chapter 4 – Common services: procurement, Headquarters security and facilities management</b>								
Activities	10 899 400	65 400	<b>10 964 800</b>	341 700	(2 880 800)	–	8 425 700	–
Staff	17 044 300	2 582 300	<b>19 626 600</b>	875 000	(779 500)	(406 600)	19 315 500	5 270 000
<b>Chapter 5 – Maintenance, conservation and renovation of Headquarters premises</b>								
Activities	19 073 400	(13 784 000)	<b>5 289 400</b>	164 900	(554 300)	–	4 900 000	–
Staff	–	–	–	–	–	–	–	–
<b>Total, Part III.C.3</b>	<b>47 017 100</b>	<b>(11 136 300)</b>	<b>35 880 800</b>	<b>1 381 600</b>	<b>(4 214 600)</b>	<b>(406 600)</b>	<b>32 641 200</b>	<b>5 270 000</b>
Total, Part III C- Activities	38 341 100	(15 868 000)	<b>22 473 100</b>	700 400	(4 842 100)	–	18 331 400	1 781 100
Total, Part III C- Staff	59 586 700	(2 839 100)	<b>56 747 600</b>	2 718 900	(4 329 300)	(1 136 900)	54 000 300	8 942 200
<b>Total, Part III.C</b>	<b>97 927 800</b>	<b>(18 707 100)</b>	<b>79 220 700</b>	<b>3 419 300</b>	<b>(9 171 400)</b>	<b>(1 136 900)</b>	<b>72 331 700</b>	<b>10 723 300</b>
<b>External relations and cooperation<sup>(4)</sup></b>								
Activities	3 076 700	(3 076 700)	–	–	–	–	–	–
Staff	14 590 300	(14 590 300)	–	–	–	–	–	–
<b>Total</b>	<b>17 667 000</b>	<b>(17 667 000)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Accounting, treasury management and financial control<sup>(2)</sup></b>								
Activities	1 429 400	(1 429 400)	–	–	–	–	–	–
Staff	9 107 400	(9 107 400)	–	–	–	–	–	–
<b>Total</b>	<b>10 536 800</b>	<b>(10 536 800)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total, Part III</b>	<b>158 865 800</b>	<b>(32 595 300)</b>	<b>126 270 500</b>	<b>6 941 400</b>	<b>(11 031 000)</b>	<b>(1 745 100)</b>	<b>120 435 800</b>	<b>14 089 700</b>

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

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

(4) As per DG Ivory Note DG/NOTE/10/34, the Bureau of Public Information (BPI: Part II.B) and the Sector for External Relations and Cooperation (ERC: Part III) have been merged into a newly formed Sector for External Relations and Public Information (ERI: Part II.B).



**Part III – 2**

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE						
Corporate Services	35 C/5 Approved as adjusted			36 C/5 alternative ZNG scenario		
	ADG/D/P/NPO	GS/L	Total	ADG/D/P/NPO	GS/L	Total
<b>Human resources management</b>						
Regular budget Headquarters	37	50	87	38	46	84
Other funding sources	1	1	2	1	1	2
<b>Financial management</b>						
Regular budget Headquarters	34	27	61	32	26	58
Other funding sources	6	10	16	6	8	14
<b>Support services management</b>						
Regular budget Headquarters	90	242	332	86	220	306
Other funding sources	5	40	45	5	48	53
<b>Total, Regular budget</b>	<b>161</b>	<b>319</b>	<b>480</b>	<b>156</b>	<b>292</b>	<b>448</b>
Total, Other funding sources	12	51	63	12	57	69
<b>GRAND TOTAL</b>	<b>173</b>	<b>370</b>	<b>543</b>	<b>168</b>	<b>349</b>	<b>517</b>

Other funding sources: Includes posts financed from Programme Support Costs income and/or other Self-Financing Funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	
<b>A. Human resources management</b>				
I. Staff (established posts)		16 561 600	16 561 600	443 000
II. Other costs:				
Temporary assistance	157 800		157 800	–
Overtime	3 800		3 800	–
Participants (delegates) travel	9 400		9 400	–
Staff travel on official business (ICSC, HLCM, etc.)	103 900		103 900	–
Contractual services	296 000		296 000	–
General operating expenses	88 000		88 000	–
Supplies and materials	24 000		24 000	–
Furniture and equipment	62 000		62 000	–
Testing of ERP (STEPS)	50 000		50 000	–
Other expenditure (SITA, common charges and others)	71 900		71 900	–
MBF claims processing & notariat	2 300 000		2 300 000	–
Young Professionals Programme (Appointment and travel expenses) <sup>(2)</sup>	350 000		350 000	–
III. Sums administered by the Bureau of Human Resources Management on behalf of the Organization as a whole:				
Training Budget	4 000 000		4 000 000	–
Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	9 800 000		9 800 000	–
Staff Compensation Plan	129 600		129 600	–
Pension Fund Travel (UNJSPF)	25 800		25 800	–
Inter-Agency Games (Contribution for staff members travel)	16 100		16 100	–
Contribution to Staff associations	72 400		72 400	–
Contribution to the Association of Retired Staff Members (AAFU)	30 000		30 000	–
JCU (Children's club and Day Nursery)	411 000		411 000	–
Other centrally managed funds	72 200		72 200	–
<b>Total, Part III.A</b>	<b>18 073 900</b>	<b>16 561 600</b>	<b>34 635 500</b>	<b>443 000</b>
<b>B. Financial Management</b>				
I. Staff (established posts)		12 330 100	12 330 100	2 923 400
II. Other costs:				
Temporary assistance	15 000		15 000	–
Staff travel on official business	50 000		50 000	–
Contractual services	101 500		101 500	–
General operating expenses	160 000		160 000	–
III. Sums administered by the Bureau of Financial Management on behalf of the Organization as a whole:				
Insurance premiums	700 000		700 000	–
IPSAS	112 000		112 000	–
<b>Total, Part III.B</b>	<b>1 138 500</b>	<b>12 330 100</b>	<b>13 468 600</b>	<b>2 923 400</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

(2) YPP will be assigned directly to the Sector/Bureau' posts created accordingly.

Items of Expenditure	Regular Budget			Extrabudgetary Resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	
<b>C. Support services management</b>				
<b>Chapter 1 Coordination, support, monitoring and evaluation</b>				
I. Staff (established posts)		3 270 900	3 270 900	188 000
II. Other costs:				
Temporary assistance	9 000		9 000	–
Staff travel on official business	11 000		11 000	–
Contractual services	22 000		22 000	–
General operating expenses	23 100		23 100	–
Supplies and materials	8 000		8 000	–
Furniture and equipment	7 600		7 600	–
III. Sums administered on behalf of the Organization as a whole:				
Secretariat of the Appeals Board	115 300		115 300	–
<b>Total , Chapter 1</b>	<b>196 000</b>	<b>3 270 900</b>	<b>3 466 900</b>	<b>188 000</b>
<b>Chapter 2 Information systems and telecommunications management</b>				
I. Staff (established posts)		11 386 000	11 386 000	815 200
II. Other costs:				
Temporary assistance	148 000		148 000	–
Participants (delegates) travel	40 000		40 000	–
Staff travel on official business	65 000		65 000	–
Contractual services	741 200		741 200	–
General operating expenses	1 412 700		1 412 700	–
Supplies and materials	120 000		120 000	–
Furniture and equipment	1 195 700		1 195 700	–
<b>Total , Chapter 2</b>	<b>3 722 600</b>	<b>11 386 000</b>	<b>15 108 600</b>	<b>815 200</b>
<b>Chapter 3 Conferences, languages and documents management</b>				
I. Staff (established posts)		20 027 900	20 027 900	2 669 000
II. Other costs:				1 781 100
Temporary assistance	202 000		202 000	–
Staff travel on official business	13 000		13 000	–
Contractual services	433 200		433 200	–
General operating expenses	159 300		159 300	–
Supplies and materials	95 000		95 000	–
Furniture and equipment	184 600		184 600	–
<b>Total , Chapter 3</b>	<b>1 087 100</b>	<b>20 027 900</b>	<b>21 115 000</b>	<b>4 450 100</b>
<b>Chapter 4 Common services: procurement, HQ security, and facilities management</b>				
I. Staff (established posts)		19 315 500	19 315 500	5 270 000
II. Other costs:				
Temporary assistance	194 500		194 500	–
Overtime	339 900		339 900	–
Staff travel on official business	17 400		17 400	–
General operating expenses	56 600		56 600	–
Furniture and equipment	86 800		86 800	–
III. Sums administered on behalf of the Organization as a whole:				
Procurement	65 300		65 300	–
UN Global Market - Membership fees	25 000		25 000	–
Electricity	1 200 000		1 200 000	–
Heating	1 300 000		1 300 000	–
Compressed air	90 000		90 000	–
Water	184 200		184 200	–
Taxes (balayage et enlèvement des ordures)	509 000		509 000	–
Maintenance contracts (including cleaning and hygiene) and other charges	2 284 000		2 284 000	–
Expedition charges	442 100		442 100	–
Headquarters Security	1 555 900		1 555 900	–
Work of Arts	75 000		75 000	–
<b>Total , Chapter 4</b>	<b>8 425 700</b>	<b>19 315 500</b>	<b>27 741 200</b>	<b>5 270 000</b>
<b>Chapter 5 Maintenance, conservation and renovation of Headquarters premises</b>				
I. Sums administered on behalf of the Organization as a whole:				
Maintenance, conservation and renovation of buildings and infrastructures	4 900 000		4 900 000	–
<b>Total , Chapter 5</b>	<b>4 900 000</b>	<b>–</b>	<b>4 900 000</b>	<b>–</b>
<b>Total , Part III.C</b>	<b>18 331 400</b>	<b>54 000 300</b>	<b>72 331 700</b>	<b>10 723 300</b>
<b>Total , Part III</b>	<b>37 543 800</b>	<b>82 892 000</b>	<b>120 435 800</b>	<b>14 089 700</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

The following text only includes the alternative version of the paragraphs of the original ZRG document (draft 36 C/5) which have undergone substantial revisions, including proposed changes in the wording of MLA titles, strategies, expected results and performance indicators. The paragraphs of the original draft C/5 which are not mentioned below would be kept substantially unchanged in the alternative option (ZNG).

## III.C – Support services management

- 13001** The role of the Sector for Support Services Management (SSM) is to ensure the efficient support that the implementation of UNESCO's programmes requires and this through the provision of support services in the areas of information systems and telecommunications, conferences, languages, documents, procurement, security, facilities, utilities, equipment, as well as, the maintenance and conservation of Headquarters premises.
- 13002** The Sector places great importance on strengthening operational support by continuously seeking more cost effective and efficient ways to provide administrative, information and managerial systems and services, providing a safe, healthy and environmentally friendly working environment and managing through clearly defined service level agreements to continuously enhance support services to programme delivery.
- 13003** To that end, the Sector will pro-actively cooperate with the programme sectors and the relevant central services in the identification of synergies, rationalization and optimization opportunities in the areas of common services management and in pursuing these opportunities through effective implementation and towards a net increase in efficiency gains.
- 13004** Focus is made on the coordination and on the rationalization of business processes within the Sector, the optimization of its services and structures and the benchmarking of administrative best practices with other UN, Inter-governmental and public sector entities with a view towards seeking cost effectiveness and cost efficiency for the Organization.
- 13005** The Sector will continue to focus principally on its core mandate and will envisage outsourcing modalities for services which are non-core to its main function and also those services which can be provided by an outside source more cost effectively and expeditiously with due regard to the Organization's outsourcing policy.
- 13006** The Assistant Director-General for Support Services Management (ADG/SSM) is responsible for the overall strategy definition, policy, planning, coordination and information for the sector. The principal focus is on ensuring that the Sector provides user-oriented services in an efficient and coherent manner, that all its resources are efficiently coordinated and utilized through proper management and that effective accountability, internal control and monitoring tools are in place.
- 13007** Under the authority of the ADG/SSM, the Executive Office provides management and policy advice to the ADG and coordinates the activities of the Sector assisting the ADG in ensuring that the three functional areas of support do foster the mechanisms and processes that enable better and more support with less resources and deliver what the programmes demand and expect in the following areas of support:

# 1. Management of Information Systems and Communications

**13008** The Sector supports programme delivery and facilitates development and sharing of knowledge throughout the Secretariat, at Headquarters and in the field through the provision of information and communication services and corresponding Information and Communication Technology tools.

**13009** The Sector provides operational support to knowledge and information systems management (KISM) of the Organization and to the organization-wide ICT Strategy by ensuring the coherence, harmonization and coordination of system integration activities and the security and cost-effectiveness of ICT infrastructure management through outsourcing modalities where applicable.

**13010** The Sector also provides support for the development and operation of all in-house management information systems and business applications of the Organization. With a view to mitigate operational risks, the division will put in place the suitable measures for the implementation of the IT security policy and further elaborate and implement a Business Continuity and Disaster recovery plan.

**13011** The evolution in technologies allowing the integration of voice, video and data communication will make it possible for the Sector to work on establishing a unified communications network which will reduce global communications costs, improve Visio and Audio conferencing and help in enhancing business operations and processes. This will further consolidate the work and communication links between UNESCO at Headquarters and in the Field.

**13012** Further .development of the Electronic Records Management systems, including the integration of multimedia archiving capabilities will contribute to the visibility of the Organization through the internet. Enhancing the capability of electronic records management and the availability of digital documents will form the basis for Knowledge Management with a view to provide relevant information in a rapid manner to users and decision-makers.

**13013** The Sector also ensures that environmental considerations, social responsibility and sustainable procurement criteria as developed by the United Nations are incorporated in the procurement process. Overall, emphasis is made on the mitigation of the Organization's premises carbon footprint, through concerted action with other Secretariat entities and in line with United Nations system approaches and with the objective of "greening" UNESCO.

**13014** **Expected results at the end of the biennium:**

---

**Outsourcing modalities for services implemented where relevant,**

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**IT security policy, business continuity and disaster recovery plan developed for IT systems, services and infrastructure,**

---

**Unified communications network with Voice over Internet Protocol (VOIP) technology developed encompassing both HQs and the Field Offices and Multimedia capabilities integrated into Electronic Records Management system,**

---

**Organizational knowledge management in line with the IT strategic plan supported by electronic records management,**

---

**"Greening" UNESCO supported and carbon footprint reduced**

## 2. Management of conferences, languages and documents services

**13015** The Sector provides conference, interpretation, translation, document production and distribution services to the Organization. The Sector provides translations in all six official languages of UNESCO's documents, publications and other information materials. It provides interpretation in all six official languages to programme conferences and meetings, facilitating communication between different language communities. The Sector also receives extra-budgetary funding for the promotion of the Arabic language; this is used mainly to fund translation and interpretation in Arabic.

**13016** Services are rendered by a combination of permanent staff, temporary assistance, and other contractors. The services are financed by Part I.A (fixed allocation for services to governing bodies), Part III.C (fixed allocation, primarily staff) and Part II (chargeback mechanism, direct correspondence between the service required and the funds received).

**13017** The sector produces and distributes high quality multilingual products (in soft or hard copy). While efforts will be made to maintain all required services, the planning, ordering, administrative and delivery mechanisms will change in order to optimize resources and reflect real cost. In addition to the provision of the above services in a timely manner, activities for the biennium will focus in enhancing communication with clients, more coherent scheduling of major conferences and meetings and optimization of utilization of facilities, definition of service level agreements with and for clients, further development and implementation of charge back mechanisms, ongoing search for corporate (rather than individual) service providers, internal reorganization related to data and document workflows, and, finally matching print-runs to real demand and developing e-publication and e-distribution.

### **13018** Expected results at the end of the biennium:

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**Conference, interpretation and translation services as well as document production and distribution services (including e-distribution) provided in a more coherent and timely manner,**

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**Charge back mechanisms further developed,**

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**Internal workflows improved through further implementation and development of DMS (Document Management System) and automatic text processing tools,**

---

**Service level agreement established with at least three significant translation clients,**

---

**E-publication & E-distribution developed.**

---

## 3. Management of common services: procurement, headquarters security and facilities

**13019** The Sector will focus on providing high quality support for programme execution and the functioning of the governing bodies of the Organization by ensuring operational activities related to procurement, property, safety, security, maintenance of premises, facilities and installations, mail and pouch

operations, provision of utilities and compliance of working conditions to modern requirements, as well as the management of the UNESCO works of art collection.

**13020** The Sector provides technical and administrative support and advice for the Organization's procurement of goods, works and services, as well as for improving the capacity and competency for procurement implemented in a decentralized manner. It places particular focus on increased transparency and integrity in the utilization of UNESCO funds.

**13021** The Sector is also responsible for the maintenance and upkeep of a central physical inventory register for Headquarters and for physical stocktaking as per the Organizations rules, regulations and procedures.

**13022** The renovation of the office space of the Fontenoy site together with ongoing austerity measures resulted in savings on utilities and energy consumption (electricity, heating, water.), which has led to a reduction of the respective budget allocations. Further efforts will have to be made in view of reduced allocations for utilities. In line with the greening policy, users will be encouraged to continue to take a more active role in the rational use of common resources and in minimizing their waste. Application of charge back mechanisms will continue to be used for enhancing the responsibility of sectors and services and recovering a part of related costs.

**13023** The 2012-2013 reduced budgetary framework will limit the implementation of the Medium Term Security Plan for Headquarters – both in terms of additional staffing and investment. Available resources will thus be adapted to the evolving environment and the existing challenges for safety and security at Headquarters. Full implementation of the Plan would have improved compliance with applicable UN H-MOSS standards and reduce current deficiencies. However, in view of decreasing budgetary resources, premises and security/safety services will be maintained, to the best possible extent, at levels so to minimize related risks.

**13024** Following major staff reductions in the past biennia and outsourcing having reached its maximum reasonable threshold, a reorganization of the buildings services' workforce has been implemented and a proactive strategy is in place for the management of human resources. This in combination with an enhanced versatility and complementarity of technical workshops has enabled the Organization to capitalize on human resources without increasing staff. Management of revenue-generating activities (rental of office space, underground parking) will continue to apply the full cost recovery principle. The resulting extra-budgetary resources will complement regular budget allocations for maintenance/conservation of premises and utilities. In order to ensure a foresighted vision of support activities and improve the use of the Organization's resources, long term planning will continue to be developed, in cooperation with the Headquarters' Committee.

**13025** Sustainability and environmental aspects will constitute the corner stones underlying the conception of related strategies despite the ever growing financial constraints and the reduced budgetary framework. Headquarters' operation costs will continue to be assessed with a view to reduce them through preventive rather than curative maintenance, and with a sufficient workforce and financial resources, enabling the Organization to fulfill its programme mission.

**13026** UNESCO Capital Master Plan implementation modalities (including financial) will continue to be explored along the following main outlines: optimization of space use and allocation, long-term maintenance and conservation of refurbished and non-renovated premises, restoration of premises not covered by the Belmont Plan, better observance of H-MOSS safety/security guidelines, environmental and sustainability aspects and actions, and eventual recourse to public/private partnerships for enhancing the Organization's capacity in premises' management and refurbishment. To guarantee



operational continuity of the programme support, some resources will be earmarked for recurrent maintenance of premises and reactive repair: materials, consumables and equipment for workshops to ensure corrective tasks.

**13027**

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

---

**Procurement processes simplified and Long Term Agreements (LTA's) in place for most frequent and routine purchases at Headquarters**

---

**Technical skills in procurement improved Organization-wide to ensure that decentralized procurement flows in strict application of rules and regulations**

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**Property management processes and procedures at Headquarters are consistent with International Public Sector Accounting Standards (IPSAS)**

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**Maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level; risks and negative effects of austerity minimized**

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**Cost-sharing developed for optimal use of human and financial resources**

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**Safety and security measures assessed and updated to current situations**

---

**Facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations**

---

**Capital Master Plan in Fontenoy and Miollis/Bonvin sites implemented within the limits of resources available**

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# Part IV – Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building

## Part IV

Activities/Staff	Regular Budget						Total 36 C/5 alternative ZNG scenario	Extrabudgetary resources <sup>(1)</sup>
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Technical Adjustment	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%		
	\$	\$	\$	\$	\$	\$	\$	\$
Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building	-	14 014 000	<b>14 014 000</b>	-	-	-	<b>14 014 000</b>	-

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

- (1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Costs (PSC) income.

*There are no changes in the narrative of Volume 2 for Part IV vis a vis the Draft 36 /5 ZRG scenario*

# Part V – Anticipated Cost Increases

## Part V

Activities/Staff	Regular Budget						Total 36 C/5 alternative ZNG scenario	Extrabudgetary resources <sup>(1)</sup>
	35 C/5 Approved	Comparative Transfers In/ (Out)	35 C/5 Approved as adjusted	Technical Adjustment	36 C/5 Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%		
	\$	\$	\$	\$	\$	\$	\$	\$
Anticipated Cost Increases	10 650 400	–	<b>10 650 400</b>	4 330 300	(6 004 200)	–	<b>8 976 500</b>	–

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

- (1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost (PSC) income.

In accordance with the budgeting techniques approved in 35 C/Resolution 105, the costs of staff, and goods and services for Parts I-IV of the budget and for the Reserve for reclassifications/merit recognition have been calculated on the basis of cost estimates as at 31 December 2011. Statutory and inflationary increases and technical adjustments that are expected to occur during the 2012-2013 biennium are not included in Parts I-IV and the Reserve for reclassifications/merit recognition, but are set out separately under Part V of the budget.

The provision for anticipated cost increases for the 2012-2013 biennium amounts to \$8,976,500. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.





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ADDENDUM

2012-2013

TECHNICAL  
NOTE AND  
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ALTERNATIVE BUDGET OPTION



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ADDENDUM

**TECHNICAL NOTE  
AND ANNEXES**

**2012-2013**

**Volume 3**

**ALTERNATIVE BUDGET OPTION**

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# 36 C/5 Add. – Technical Note and Annexes

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### Organizational Chart of the UNESCO Secretariat 2012-2013

# Technical note and budgeting methodologies used in the Draft Programme and Budget for 2012-2013 (36 C/5)

## Alternative Zero Nominal Growth Scenario: \$653 million

**T001** At the 186th Session of the Executive Board, the Director-General presented her Draft Programme and Budget for the 36 C/5 (2012-2013) based on a Zero Real Growth budget ceiling of \$685.7 million, which is \$32.7 million higher than the 35 C/5. As a reminder, a zero real growth budget implies that the overall budget increase only compensates a loss in purchasing power due to statutory, inflationary and technical factors, and therefore this ceiling represents the same level of resources (in real terms) as approved in the current biennium.

**T002** However, having examined the Director-General's ZRG budget proposal at its 186th session, the Executive Board *inter alia*:

- Noted that the budgeting techniques used were in accordance with 35 C/Resolution 105,
- Welcomed the efforts made by the Director-General to increase resource allocations to the five major programmes, to rationalize the financial resources allocated to central services and parts of the budget other than Part II.A, as well as to increase decentralized resources;
- Noted that other funding sources will be identified for Phase II of the Medium-Term Security Plan in accordance with 185 EX/Decision 30, and that a recommendation will be submitted to the Executive Board at its 187th session; [and]
- Requested the Director-General to submit to it at its 187th session an alternative budget option based on the \$653 million budget ceiling to enable comparison with the ZRG version of the draft budget, taking into account discussions held at the 186th session, the current global economic slowdown, and the United Nations efforts to reduce its own budget.

**T003** In this regard, the Director-General presents to the Executive Board for its consideration an Alternative 36 C/5 Programme and Budget based on a Zero Nominal Growth (ZNG) budget of \$653 million. With regard to this alternative scenario, the following should be noted:

- (i) The same budget techniques and methodologies were applied as prescribed in 35 C/Resolution 105. However one adjustment is being proposed with regard to the lapse factor rate to be applied. As a reminder, the lapse factor refers to the percentage by which the staff costs are reduced in order to account for recruitment delays and staff turn-over.
- (ii) Recosting requirements to cover inflation, statutory increases and technical adjustments would exist irrespective of the budget ceiling proposed. Therefore in the alternative 36 C/5 ZNG scenario, a recosting amount of \$32.7 million is maintained, which is the same amount identified in the ZRG scenario as from the start the recosting requirements were built using very modest assumptions.

- (iii) Consequently, to move from a ZRG scenario to a ZNG scenario, the Organization has to absorb these inflationary and statutory increases by cutting its resources in real terms by \$32.7 million. The Director-General proposed to accomplish this in two stages. First by imposing cuts in resources of \$24.5 million to the various appropriation lines, while making every effort to preserve priority areas; and second by proposing an **adjustment in the lapse factor from 3% to 5%, which would generate a further reduction of \$8.2 million in the staff cost budget.**

**T004** Despite the overall reduction required to achieve a ZNG budget ceiling (\$32.7 million), the Director-General made considerable efforts to preserve or reinforce priority areas. Table 1 below, which provides a summary of the **variation between the Alternative 36 C/5 ZNG scenario and the 35 C/5 Approved as adjusted**, shows that **Part II.A – Programmes was reinforced by \$9.6 million.** This is mainly due to the fact that the Director-General indentified **\$9.0 million of supplementary funding for Phase 1 of the Field Network Reform.** For the time being, these funds are pooled in a separate appropriation line, however during the biennium the funds will be used to the benefit of the Major Programmes and the Bureau of Field Coordination alike.

**T005** The Director-General also paid particular attention to reinforce non-programme priority sectors/bureaus such as the Africa Department (\$1.1 million), the Division for Gender Equality (\$0.7 million), and Organization-wide knowledge management (\$0.3 million).

**T006** Increases can also be noted in the appropriation lines for UNESCO's Participation in the Joint Machinery of the United Nations System (\$1.1 million) and its Contribution to the Medical Benefits Fund (MBF) for Associate Participants (\$3.7 million).

**T007** In the former case, the increase of \$1.1 million simply reflects the fact that a large technical adjustment of \$2.3 million was included in this appropriation line, mainly for field security costs. In the ZNG scenario, the overall increase for this item was subsequently lowered to \$1.1 in line with the proposals for Phase 1 of the Field Network Reform which foresee a reduction in field security costs.

**T008** The \$3.7 million increase in the appropriation line for UNESCO's Contribution to the MBF for Associate Participants is mainly due to a technical adjustment of \$1.7 million and supplemental funding requirements of \$2.0 million for the MBF reform.

**T009** In order to accommodate the aforementioned reinforcements, significant cuts had to be imposed on other appropriation lines. For example, Table 1 below shows that only \$5.1 million of the \$32.7 million overall reduction was made under Part II.A – Programmes. The vast majority of the overall cut was achieved under Part III – Corporate Services, Part V – Anticipated Costs Increases and Part I – General Policy and Direction. Furthermore, in the Alternative ZNG scenario, the total budget for Part III – Corporate Services was held at a level which on average is 5% lower than the existing 35 C/5 appropriations. This level of reduction (i.e. \$12.8 million) vis-à-vis the 35 C/5 represents a considerable austerity effort for the sectors/bureaus concerned, and is not sustainable in the medium and long-term.

**T010** Table 2 provides for information, a comparison between the Alternative 36 C/5 ZNG scenario and the 36 C/5 ZRG scenario.

As mentioned previously, the same budgeting techniques were applied in the alternative ZNG scenario as those of the ZRG scenario. The main difference between the two scenarios lies in the fact that considerably sever cuts had to be made to all appropriation lines in order to come down to the ZNG ceiling of \$653 million. The Director-General did however make every effort to reinforce the priority areas and to put aside a provision to partially fund Phase 1 of the Field Network Reform.

**Table 1 – Variation between the Alternative 36 C/5 ZNG Scenario and the 35 C/5 Approved as adjusted by Main Appropriation Line**

in thousand of US \$

Principal appropriation line	35 C/5 Approved as adjusted	Variation between the Alternative 36 C/5 ZNG Scenario and the 35 C/5					Total Variation (vis-à-vis the 35 C/5)		36 C/5 ZNG scenario (before IP contributions)	Contribu- tion to the Inter- sectoral Platforms	Total 36 C/5 alternative ZNG scenario
		Recosting (inflation, statutory increases & technical adjustments)	36 C/5 Increase/(Decrease)			Total					
			Increase/ (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%							
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	
<b>PART I – GENERAL POLICY AND DIRECTION</b>											
A. Governing bodies	13 305	435	(453)	(52)	(505)	(70)	-1%	13 236	-	13 236	
B. Direction	21 169	1 021	(1 307)	(393)	(1 700)	(679)	-3%	20 490	-	20 490	
C. Participation in the Joint Machinery of the United Nations System	10 965	2 392	(1 320)	-	(1 320)	1 072	10%	12 038	-	12 038	
<b>TOTAL, PART I</b>	<b>45 440</b>	<b>3 848</b>	<b>(3 079)</b>	<b>(446)</b>	<b>(3 525)</b>	<b>324</b>	<b>1%</b>	<b>45 763</b>	<b>-</b>	<b>45 763</b>	
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>											
<b>A. Programmes</b>											
I Education	118 301	4 537	(4 044)	(1 335)	(5 379)	(842)	-1%	117 459	(2 838)	114 621	
II Natural sciences	58 879	2 414	(506)	(856)	(1 362)	1 053	2%	59 932	(1 187)	58 745	
III Social and human sciences	29 882	1 250	(732)	(432)	(1 164)	86	0%	29 968	(737)	29 231	
IV Culture	52 868	2 205	(726)	(769)	(1 494)	711	1%	53 579	(1 366)	52 213	
V Communication and information	33 158	1 492	(1 232)	(432)	(1 664)	(172)	-1%	32 986	(996)	31 990	
UNESCO Institute for Statistics	9 129	241	(241)	-	(241)	-	0%	9 129	-	9 129	
Intersectoral Platforms	-	-	-	-	-	-	-	-	7 124	7 124	
Field office implementation of decentralized programmes	80 128	2 547	(1 560)	(1 250)	(2 810)	(264)	-0%	79 864	-	79 864	
Supplementary funding for the Field Network Reform	-	-	9 000	-	9 000	9 000	-	9 000	-	9 000	
<b>Total, Part II.A</b>	<b>382 345</b>	<b>14 686</b>	<b>(41)</b>	<b>(5 074)</b>	<b>(5 114)</b>	<b>9 572</b>	<b>3%</b>	<b>391 916</b>	<b>-</b>	<b>391 916</b>	
<b>B. Programme-related services</b>											
1. Coordination and monitoring of action to benefit Africa	4 676	199	997	(91)	906	1 105	24%	5 782	-	5 782	
2. Coordination and monitoring of action to benefit Gender Equality	1 473	72	667	(37)	630	703	48%	2 175	-	2 175	
3. Strategic planning, programme monitoring and budget preparation	9 621	445	(762)	(162)	(925)	(480)	-5%	9 141	-	9 141	
4. Organization-wide knowledge management	4 788	192	154	(65)	89	282	6%	5 070	-	5 070	
5. External relations and public information	29 718	1 334	(2 836)	(516)	(3 352)	(2 018)	-7%	27 700	-	27 700	
<b>Total, Part II.B</b>	<b>50 276</b>	<b>2 243</b>	<b>(1 780)</b>	<b>(871)</b>	<b>(2 651)</b>	<b>(409)</b>	<b>-1%</b>	<b>49 867</b>	<b>-</b>	<b>49 867</b>	
<b>C. Participation Programme and Fellowships</b>											
1. Participation Programme	20 144	579	(1 617)	(23)	(1 640)	(1 061)	-5%	19 083	-	19 083	
2. Fellowships Programme	1 861	72	(277)	(13)	(289)	(217)	-12%	1 644	-	1 644	
<b>Total, II.C</b>	<b>22 005</b>	<b>652</b>	<b>(1 894)</b>	<b>(36)</b>	<b>(1 930)</b>	<b>(1 278)</b>	<b>-6%</b>	<b>20 727</b>	<b>-</b>	<b>20 727</b>	
<b>TOTAL, PART II</b>	<b>454 625</b>	<b>17 580</b>	<b>(3 714)</b>	<b>(5 981)</b>	<b>(9 695)</b>	<b>7 885</b>	<b>2%</b>	<b>462 510</b>	<b>-</b>	<b>462 510</b>	
<b>PART III – CORPORATE SERVICES</b>											
<b>A. Human resources management (HRM)</b>											
1. Human resources management	21 805	951	(1 572)	(349)	(1 920)	(970)	-4%	20 836	-	20 836	
2. Corporate wide training and development of staff	4 760	148	(908)	-	(908)	(760)	-16%	4 000	-	4 000	
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	6 115	1 685	2 000	-	2 000	3 685	60%	9 800	-	9 800	
<b>Total, III.A</b>	<b>32 680</b>	<b>2 784</b>	<b>(480)</b>	<b>(349)</b>	<b>(829)</b>	<b>1 956</b>	<b>6%</b>	<b>34 636</b>	<b>-</b>	<b>34 636</b>	

Totals may not sum exactly due to rounding.

in thousand of US \$

Principal appropriation line	35 C/5 Approved as adjusted	Variation between the Alternative 36 C/5 ZNG Scenario and the 35 C/5					Total Variation (vis-à-vis the 35 C/5)		36 C/5 ZNG scenario (before IP contributions)	Contribu- tion to the Inter- sectoral Platforms	Total 36 C/5 alternative ZNG scenario
		Recosting (inflation, statutory increases & technical adjustments)	36 C/5 Increase / (Decrease)		Total						
			Increase / (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%							
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	
<b>B. Financial management (BFM)</b>											
1. Financial management	13 495	663	(1 130)	(260)	(1 389)	(726)	-5%	12 769	-	12 769	
2. Corporate wide insurance premiums	875	75	(250)	-	(250)	(175)	-20%	700	-	700	
<b>Total, III.B</b>	<b>14 370</b>	<b>738</b>	<b>(1 380)</b>	<b>(260)</b>	<b>(1 639)</b>	<b>(901)</b>	<b>-6%</b>	<b>13 469</b>	<b>-</b>	<b>13 469</b>	
<b>C Support services management (SSM)</b>											
1. Coordination, IT infrastructure, systems and communications management	19 573	873	(1 562)	(309)	(1 870)	(998)	-5%	18 576	-	18 576	
2. Conferences, languages and documents services management	23 767	1 165	(3 395)	(422)	(3 817)	(2 652)	-11%	21 115	-	21 115	
3. Common services management including procurement, Headquarters security and utilities	35 881	1 382	(4 215)	(407)	(4 621)	(3 240)	-9%	32 641	-	32 641	
<b>Total, III.C</b>	<b>79 221</b>	<b>3 419</b>	<b>(9 171)</b>	<b>(1 137)</b>	<b>(10 308)</b>	<b>(6 889)</b>	<b>-9%</b>	<b>72 332</b>	<b>-</b>	<b>72 332</b>	
<b>TOTAL, PART III</b>	<b>126 271</b>	<b>6 941</b>	<b>(11 031)</b>	<b>(1 745)</b>	<b>(12 776)</b>	<b>(5 835)</b>	<b>-5%</b>	<b>120 436</b>	<b>-</b>	<b>120 436</b>	
<b>TOTAL, PARTS I-III</b>	<b>626 336</b>	<b>28 370</b>	<b>(17 824)</b>	<b>(8 172)</b>	<b>(25 996)</b>	<b>2 374</b>	<b>0%</b>	<b>628 710</b>	<b>-</b>	<b>628 710</b>	
Reserve for reclassifications / merit recognition	2 000	-	(700)	-	(700)	(700)	-35%	1 300	-	1 300	
<b>PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>	14 014	-	-	-	-	-	0%	14 014	-	14 014	
<b>PART V – ANTICIPATED COST INCREASES</b>	10 650	4 330	(6 004)	-	(6 004)	(1 674)	-16%	8 977	-	8 977	
<b>GRAND TOTAL</b>	<b>653 000</b>	<b>32 700</b>	<b>(24 528)</b>	<b>(8 172)</b>	<b>(32 700)</b>	<b>(0)</b>	<b>-0%</b>	<b>653 000</b>	<b>-</b>	<b>653 000</b>	

Totals may not sum exactly due to rounding.

**Table 2 – Comparison of the Alternative 36 C/5 ZNG scenario and the 36 C/5 ZRG scenario**

in thousand of US \$

Principal appropriation line	36 C/5 ZRG scenario (before IP contribution)	Variation between the Alternative 36 C/5 ZNG and the 36 C/5 ZRG scenarios				36 C/5 ZNG scenario (before IP contributions)	Contribution to the Intersectoral Platforms	Total 36 C/5 alternative ZNG scenario
		Increase / (Decrease)	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total Variation (vis-à-vis the 36 C/5 ZRG)				
				\$	% chg vs ZRG			
	\$	\$	\$	\$		\$	\$	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>								
A. Governing bodies	13 741	(453)	(52)	(505)	-4%	13 236	-	13 236
B. Direction	21 841	(957)	(393)	(1 351)	-6%	20 490	-	20 490
C. Participation in the Joint Machinery of the United Nations System	13 332	(1 295)	-	(1 295)	-10%	12 038	-	12 038
<b>TOTAL, PART I</b>	<b>48 914</b>	<b>(2 705)</b>	<b>(446)</b>	<b>(3 151)</b>	<b>-6%</b>	<b>45 763</b>	<b>-</b>	<b>45 763</b>
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>								
<b>A. Programmes</b>								
I Education	124 340	(5 546)	(1 335)	(6 881)	-6%	117 459	(2 838)	114 621
II Natural sciences	63 028	(2 241)	(856)	(3 097)	-5%	59 932	(1 187)	58 745
III Social and human sciences	31 632	(1 232)	(432)	(1 664)	-5%	29 968	(737)	29 231
IV Culture	56 874	(2 526)	(769)	(3 295)	-6%	53 579	(1 366)	52 213
V Communication and information	35 150	(1 732)	(432)	(2 164)	-6%	32 986	(996)	31 990
UNESCO Institute for Statistics	9 369	(241)	-	(241)	-3%	9 129	-	9 129
Intersectoral Platforms	-	-	-	-	-	-	7 124	7 124
Field office implementation of decentralized programmes	82 673	(1 559)	(1 250)	(2 809)	-3%	79 864	-	79 864
Supplementary funding for the Field Network Reform	-	9 000	-	9 000	-	9 000	-	9 000
<b>Total, Part II.A</b>	<b>403 066</b>	<b>(6 076)</b>	<b>(5 074)</b>	<b>(11 150)</b>	<b>-3%</b>	<b>391 916</b>	<b>-</b>	<b>391 916</b>
<b>B. Programme-related services</b>								
1. Coordination and monitoring of action to benefit Africa	5 273	601	(91)	509	10%	5 782	-	5 782
2. Coordination and monitoring of action to benefit Gender Equality	2 398	(187)	(37)	(223)	-9%	2 175	-	2 175
3. Strategic planning, programme monitoring and budget preparation	9 440	(137)	(162)	(299)	-3%	9 141	-	9 141
4. Organization-wide knowledge management	5 098	37	(65)	(28)	-1%	5 070	-	5 070
5. External relations and public information	30 471	(2 255)	(516)	(2 771)	-9%	27 700	-	27 700
<b>Total, Part II.B</b>	<b>52 680</b>	<b>(1 941)</b>	<b>(871)</b>	<b>(2 813)</b>	<b>-5%</b>	<b>49 867</b>	<b>-</b>	<b>49 867</b>
<b>C. Participation Programme and Fellowships</b>								
1. Participation Programme	20 259	(1 152)	(23)	(1 176)	-6%	19 083	-	19 083
2. Fellowships Programme	1 895	(239)	(13)	(251)	-13%	1 644	-	1 644
<b>Total, II.C</b>	<b>22 154</b>	<b>(1 391)</b>	<b>(36)</b>	<b>(1 427)</b>	<b>-6%</b>	<b>20 727</b>	<b>-</b>	<b>20 727</b>
<b>TOTAL, PART II</b>	<b>477 900</b>	<b>(9 408)</b>	<b>(5 981)</b>	<b>(15 389)</b>	<b>-3%</b>	<b>462 510</b>	<b>-</b>	<b>462 510</b>
<b>PART III – CORPORATE SERVICES</b>								
A. Human resources management	34 640	344	(349)	(5)	-0%	34 636	-	34 636
B. Financial management	14 812	(1 084)	(260)	(1 344)	-9%	13 469	-	13 469
C. Support services management	79 958	(6 489)	(1 137)	(7 626)	-10%	72 332	-	72 332
<b>TOTAL, PART III</b>	<b>129 410</b>	<b>(7 229)</b>	<b>(1 745)</b>	<b>(8 974)</b>	<b>-7%</b>	<b>120 436</b>	<b>-</b>	<b>120 436</b>
<b>TOTAL, PARTS I-III</b>	<b>656 224</b>	<b>(19 343)</b>	<b>(8 172)</b>	<b>(27 514)</b>	<b>-4%</b>	<b>628 710</b>	<b>-</b>	<b>628 710</b>
Reserve for reclassifications / merit recognition	2 000	(700)	-	(700)	-35%	1 300	-	1 300
<b>PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>								
	14 014	-	-	-	0%	14 014	-	14 014
<b>PART V – ANTICIPATED COST INCREASES</b>								
	13 462	(4 486)	-	(4 486)	-33%	8 977	-	8 977
<b>GRAND TOTAL</b>	<b>685 700</b>	<b>(24 528)</b>	<b>(8 172)</b>	<b>(32 700)</b>	<b>-5%</b>	<b>653 000</b>	<b>-</b>	<b>653 000</b>

Totals may not sum exactly due to rounding.



## Budgeting techniques

**T011** The following section describes the budgeting techniques applied in the preparation of the Alternative 36 C/5 ZNG scenario, in accordance with the approved budgeting techniques and methodology adopted by the General Conference in 35 C/Resolution 105.

### (i) **Constant dollar principle and currency fluctuations**

The estimates for the regular budget used in preparing this draft budget have been calculated at the exchange rate of US \$1 = Euro 0.869, which is the same exchange rate used in preparing the budget for the period 2010-2011.

From a budgetary perspective, income and expenditure incurred in Euros against the regular budget will be recorded in the budget reports at the constant dollar rate of US \$1 to € 0.869. However, for the accounts (as per IPSAS), Euro-denominated income and expenditure will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/comparison reports of the financial statements.

One benefit of using a constant rate of exchange in budgeting and reporting is that it allows implementing sectors to plan and carry out the vast majority of their Euro denominated activities without the complication of managing exchange rate fluctuations. However, in the context of IPSAS, the use of the constant dollar principle will have to be reviewed. In this regard, and in accordance with Executive Board decision 185 EX/Decision 17.8, the Director-General will submit to the Executive Board at its 187th session a report outlining the advantages, disadvantages and practical implications of the continued use of the constant dollar principle.

### (ii) **Treatment of inflation through:**

#### ■ **An estimate of the new budget base by recosting Parts I-IV**

The first step of the budget methodology is to determine the budget base (Parts I-III and the newly created Part IV) for the 36 C/5. To achieve this, the staff and activity budgets approved in the 35 C/5 (excluding Anticipated cost increases) are first adjusted, in order to be consistent and comparable with the proposed structure of the 36 C/5. The structural and comparative transfers made in this regard, are outlined in paragraphs T012 below. The 35 C/5 figures which reflect this adjusted structure, are presented throughout the C/5 document under the heading “35 C/5 Approved as adjusted”.

As a reminder, Parts I-IV of the 35 C/5 Approved as adjusted were based on the salary and price level as at 31 December 2009. To move to the budget of the following biennium, the programme and staff structure of **Parts I-IV** of the 35 C/5 Approved as adjusted has to be recalculated to reflect the price level foreseen **at the beginning of the next biennium (31 December 2011)**. This exercise of revaluing the budget base of the current biennium to take into account all statutory, inflationary and other cost increases that would occur in the present 2010-2011 biennium is referred to as recosting. The recosting estimates are calculated for each item-of-expenditure and are based on an in-depth analysis of the increases in staff costs and in goods and services that have already occurred, and are also based on the most precise information available concerning the evolution of salary indices and consumer prices for the remaining period of the current biennium. Further details of the elements used to calculate the recosting estimates are outlined in paragraphs T015-T017 below, and the estimates are shown in the table following paragraph T018.

### ■ Anticipated cost increases in 2012-2013

As mentioned above, the recosted budget base (**Parts I-IV**) is estimated at the price level as at 31 December 2011 and does not take into account the cost increases that will inevitably arise during the course of the 2012-2013 biennium. Therefore, **Anticipated Cost Increases in 2012-2013** have been projected in accordance with the best information available to the Secretariat concerning salary and consumer price indices. These estimates are shown separately under **Part V** of the budget, the use of which is subject to the prior approval by the Executive Board. The Part V provisions are calculated separately and do not double count the statutory and inflationary cost estimates of the recosting exercise. The Part V projections of statutory and other increases anticipated for **2012-2013** are explained in paragraphs T019-T022 below.

#### (iii) Application of staff cost budget standards

Global staff costs figures have been calculated by determining the average cost by grade of the established posts, multiplied by the number of posts under each grade. These staff cost estimates are based on the most recent scales for base salaries and related benefits published by the ICSC (International Civil Service Commission) and an analysis of actual expenditure trends observed during the current biennium, and thus take into account statutory increases in staff costs in 2010-2011. The standard costs applied to the 36 C/5 thus corresponds to the costs **foreseen as at 31 December 2011**, and do not take into account the statutory increases that may arise in the course of the 2012-2013 biennium. Such increases will be covered by **Part V** of the budget as mentioned above, subject to the prior approval by the Executive Board.

#### (iv) Adjustment for staff turnover and recruitment delays

As per the approved budgeting practice, the calculation of overall staff costs is adjusted to take into account anticipated staff turnover and recruitment delays by applying a “**lapse factor**”. In previous biennia and in the 36 C/5 ZRG scenario a lapse factor of 3% was applied. However in the alternative ZNG scenario, given the harsh level of reduction imposed, the Director General decided to achieve a portion of this reduction by increasing the lapse factor from 3% to 5%, meaning that the staff costs as a whole are budgeted at 95% of the estimated costs instead of 97%. The financial impact of this lapse factor adjustment is shown in the introductory tables of each chapter in a separate column appropriately titled. The application of the lapse factor is not modulated by category of posts.

#### (v) Distribution of staff costs for the Major Programme Sectors by main line of action and by programme related versus administrative support staff

The Appropriation Resolution for the 36 C/5 presents the budget for Part II.A at the Major Programme level. However, more detailed information is provided for **the staff and activity costs at the Main line of action level** in Annex I and in the introductory tables of each Major Programme under Part II.A. Furthermore, as requested by certain member states a further breakdown of the staff costs is provided between Programme related staff and administrative support staff in the introductory tables of the Major Programmes.

#### (vi) Presentation of extrabudgetary resources

The extrabudgetary figures in the C/5 document represent the level of extrabudgetary projects that are planned to be implemented in the coming biennium and for which funds have already been received or have been firmly committed in signed donor agreements at the time of preparing the Draft 36 C/5. Extrabudgetary funds are shown at the level of the Main-line-of-action to which they

are attached and are summarized in the relevant chapters related to each Major Programme, as well as in Annexes I and VII. It should also be noted that income and expenditures for extrabudgetary projects are not registered at the constant dollar rate, but at the United Nations Operational Rate of Exchange that is published monthly.

Further, it should also be noted that as per IPSAS, the financial statements will be presented on an “accrual basis”. However, the budget reports will continue to apply a modified “cash basis”. Differences arising from this factor will also be included in reconciliation/comparison reports of the financial statements.

## **Comparison between the 35 C/5 and the 36 C/5** *(Budget adjustments required for comparison)*

**T012** In order to allow a detailed comparison of the budgets of the current and following biennia, the staff and activity budgets of the 35 C/5 Approved have to be adjusted to reflect the proposed budget structures of the 36 C/5. The 35 C/5 figures which reflect this adjusted structure is presented throughout the C/5 document under the heading “**35 C/5 Approved as adjusted**”. In this regard, the following adjustments were made to the 35 C/5 structure and appropriation lines to derive the “35 C/5 Approved as adjusted” figures:

### **(i) Structural adjustments to the budget presentation**

In the context of the Draft 36 C/5, structural adjustments refer to changes in the presentation of the appropriation lines due to the reorganization of the Secretariat and can include the transfer of appropriation lines from one part of the budget to another, the creation of new appropriation lines or the deletion, division or merger of existing ones. In this regard, the following structural adjustments were effected in the Draft 36 C/5 in an effort to improve the transparency and congruency of the budget structure and to ensure a more appropriate presentation of programme versus administrative functions:

#### **(a) Governing bodies**

The appropriation lines for the General Conference (GC – Part I.A) and the Executive Board (EXB – Part I.A) have been combined as a single chapter entitled Governing bodies (GBS – Part I.A), which better reflects the decision that a single Secretariat should provide services for the two Governing bodies. Nonetheless, the breakdown of the activity budgets of the General Conference and Executive Board are still presented separately in the introductory tables for Part I.A of the Draft 36 C/5.

#### **(b) Intersectoral platforms**

A new appropriation line has been created under Part II.A of the budget for Intersectoral platforms. During the preparation of the Alternative 36 C/5 ZNG scenario, the five Major Programmes assigned 8% of their activity budget (excluding financial allocations to category 1 institutes) corresponding to \$7.1 million for the six Intersectoral platforms (IPs). The strategies and expected results for the individual platforms are articulated in a separate chapter of Part II.A.

**(c) Field office implementation of decentralized programmes (BFC)**

In previous C/5 documents, the appropriation lines for the bureaux/staff responsible for the coordination and implementation of field office decentralized programmes were presented in two different parts in the budget (Parts II.A and III). However, in an effort to harmonize the budget presentation, the respective appropriation lines have been regrouped under a single chapter entitled “Field office implementation of decentralized programmes” under Part II.A of the budget. The various items are however still shown as distinct budget lines in Annex I and in the corresponding introductory tables of Part II.A (i.e. Field Management of decentralized programmes which pertains to the posts of Directors, Heads of Offices and the staff of the Administrative units in the field; Field office operating costs; and Field coordination at Headquarters which pertains to the staff and operating costs of the Bureau of Field Coordination (BFC) at Headquarters).

**(d) Supplementary funding for the Field Network Reform**

In the Alternative 36 C/5 ZNG scenario, a separate appropriation line has been created for the Supplementary funding for the Field Network Reform in which the Director-General has set aside \$9 million for this reform.

**(e) Organization-wide knowledge management**

An appropriation line has been created under Part II.B of the budget entitled “Organization-wide knowledge management” with a total budget provision of \$5.1 million to reinforce integrated management systems. This budget line comprises the posts of the Chief information officer, support staff and the staff and activity budget of the Section for Management Information Systems (MIS).

**(f) External relations and public information (ERI)**

In an effort to enhance the Secretariat’s visibility and cooperation with its Member States and partners, the Director-General decided to merge the Bureau of Public Information (BPI – Part II.B) with the Sector for External Relations and Cooperation (ERC – Part III) to form a coherent new body – the Sector for External Relations and Public Information (ERI) (DG/NOTE/10/34). Consequently, a new appropriation line entitled External Relations and Public Information has been created for ERI under Part II.B of the budget.

**(g) Part III – Corporate services**

Part III of the Draft 36 C/5, has been renamed “Corporate services”, to better reflect the essence of the services provided by its respective sectors/bureaux. Furthermore, the Draft 36 C/5 presents the appropriation lines for Human resources management (HRM), Financial Management (BFM) and Support services management at a more detailed level, which allows greater transparency and visibility of the nature of the elements funded under these budget lines.

**(h) Bureau of Financial Management**

In an effort to better respond to changing environments, improve the Organization’s financial management operations and reinforce good practices, the Director-General decided to merge the Bureau of the Comptroller (BOC), the major portion of the Bureau of the Budget (BB) and the Administrative Unit of the Bureau of Field Coordination (BFC) under a newly created Bureau of

Financial Management (BFM) (DG/NOTE/10/31). In this regard, a new appropriation line was created under Part III of the budget for BFM entitled “Financial Management”.

**(i) Part IV – Loan repayments for the renovation of the Headquarters premises and the IBE Building**

In previous C/5 documents the budgets for the loan repayments for the renovation of the Headquarters premises and the IBE Building were included in the Chapters of the Sectors functionally responsible for their administration (i.e. the Sector for Support Services Management and the former Bureau of the Comptroller (now merged within the Bureau of Financial Management), respectively). These items are now regrouped in a separate appropriation line under a new Part of the budget entitled Part IV – Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building.

**(j) Part V – Anticipated cost increases**

With the creation of Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building, the budget line for Anticipated Cost Increases for 2012-2013 are now presented under Part V of the budget.

**(ii) Comparative transfers**

Comparative transfers correspond to the transfer of staff and activity budgets between appropriation lines to align the budget base of the 35 C/5 Approved with the proposed structure of the Draft 36 C/5 in order to make the two budgets comparable. Such transfers include the activity and staff cost budgets which were shifted between appropriation lines to reflect organizational restructuring (e.g. the merger or dissolution of sectors/bureaux as mentioned above), and the cost of posts that have been transferred from one sector or bureau to another.

The comparative transfers made to the 35 C/5 Approved for the purpose of making it comparable with the Draft 36 C/5 are listed in the following section and are summarized in Table 3 below:

	Activity Costs	Staff Costs
	\$	\$
(a) The Transfer of the Division of Cooperation with Extrabudgetary Funding Sources (CFS) from the Sector for External Relations and Cooperation (ERC – Part III), to the Bureau of Strategic Planning (BSP – Part II.B) in line with the Director-General’s effort to further enhance the coherence and alignment of the expected results of extrabudgetary resources with those of the regular programme:	439 400	740 200
(b) The transfer of the Division of Gender Equality from the Bureau of Strategic Planning (BSP – Part II.B) to a separate appropriation line within Part II.B, which reports directly to the Office of the Director-General. This transfer reflects the Director-General’s efforts to: strengthen the delivery of UNESCO’s Global Priority for Gender Equality; enhance its impact, effectiveness, and visibility; the Organization:	166 000	1 071 800
(c) The merger of the Bureau of the Comptroller (BOC – Part III), the major portion of the Bureau of the Budget (BB – Part II.B) and the Administrative Unit of the Bureau of Field Coordination (BFC – Part III) under the new Bureau of Financial Management (BFM – Part III) as part of the Director-General’s streamlining initiatives:		
From:		
BOC:	1 199 400	9 107 400
BB (except the Director, Deputy Director and Section for Central Analysis and Planning):	457 700	2 937 200
BFC (Administrative Unit)	–	561 700
(d) The transfer of the posts of the Director, the Deputy Director and the Section for Central Analysis and Planning from the Bureau of the Budget (BB – Part II.B) to the Bureau of Strategic Planning (BSP – Part II.B), in line with the Director-General’s decision to inter alia strengthen the Bureau of Strategic Planning (BSP) and entrust it with the preparation of the entire C5 document:	50 000	1 395 100
(e) The merger of the Bureau of Public Information (BPI – Part II.B) with the Sector for External Relations and Cooperation (ERC – Part III), under the new Sector for External Relations and Public Information (ERI – Part II.B). This merger reflects the Director-General’s decision to enhance the Secretariat’s efforts to promote UNESCO’s visibility within its Member States and with its partners:		
From:		
ERC:	2 637 300	13 850 100
BPI:	2 083 700	11 588 100



Activity Costs	Staff Costs
\$	\$

(f)	The transfer of the Section for Management Information Systems (MIS) from the Sector for Support Services Management (SSM – Part III) and the budget provision for the System to Enhance Personnel Services (STEPS) from the Bureau of Human Resources Management (HRM – Part III) to the newly established appropriation line for Organization-wide knowledge management (Part II.B), as a concrete effort to reinforce the provision for integrated management systems: From: SSM: HRM:	2 084 000 100 000	2 604 300 –
(g)	The integration of the Division of Procurement (PRO) (SSM – Part III.C) into the Division of Common Services Management formerly the Headquarters Division in line with the restructuring of the Sector for Support Services Management:	65 400	2 582 300
(h)	The transfer of the provisions for the Amortization of the Belmont Renovation Plan loan repayment and of the UNESCO International Bureau of Education (IBE) building loan from the Sector for Support Services Management (SSM – Part III) and the former Bureau of the Comptroller (BOC – Part III) respectively, to the newly created appropriation line under Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building From: SSM: BOC:	13 784 000 230 000	– –
(i)	Various transfers of posts at the same grade in accordance with the rationalization of the organizational structure.		

## Table 3 – Summary of the Comparative transfers made to the 35 C/5 Approved

in thousand of US \$

Principal appropriation line	Net transfers to / (from)		
	Activity Costs	Staff Costs	TOTAL
	\$	\$	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>			
<b>A. Governing Bodies</b>	-	-	-
<b>B. Direction</b>	-	813	813
<b>C. Participation in the Joint Machinery of the United Nations System</b>	-	-	-
<b>TOTAL, PART I</b>	-	813	813
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>			
<b>A. Programmes</b>			
I Education	-	(235)	(235)
II Natural sciences	-	(195)	(195)
III Social and human sciences	-	228	228
IV Culture	-	(882)	(882)
V Communication and information	-	-	-
UNESCO Institute for Statistics	-	-	-
Intersectoral Platforms	-	-	-
Field office implementation of decentralized programmes	-	(620)	(620)
Supplementary funding for the Field Network Reform	-	-	-
<b>Total, Part II.A</b>	-	(1 703)	(1 703)
<b>B. Programme-related services</b>			
1. Coordination and monitoring of action to benefit Africa	-	-	-
2. Coordination and monitoring of action to benefit Gender Equality	166	1 307	1 473
3. Strategic planning, programme monitoring and budget preparation	323	1 517	1 841
4. Organization-wide knowledge management	2 184	2 604	4 788
5. External relations and public information	4 721	24 997	29 718
Public information	(2 084)	(11 588)	(13 672)
Budget preparation and monitoring	(508)	(4 332)	(4 840)
<b>Total, Part II.B</b>	4 803	14 505	19 308
<b>C. Participation Programme and Fellowships</b>			
1. Participation Programme	-	164	164
2. Fellowships Programme	-	-	-
<b>Total, Part II.C</b>	-	164	164
<b>TOTAL, PART II</b>	4 803	12 965	17 768
<b>PART III – CORPORATE SERVICES</b>			
<b>A. Human resources management</b>	(100)	46	(54)
<b>B. Financial management</b>	1 657	12 713	14 370
<b>C. Support services management</b>	(15 868)	(2 839)	(18 707)
External relations and cooperation	(3 077)	(14 590)	(17 667)
Accounting, treasury management and financial control	(1 429)	(9 107)	(10 537)
<b>TOTAL, PART III</b>	(18 817)	(13 778)	(32 595)
<b>TOTAL, PARTS I-III</b>	(14 014)	-	(14 014)
Reserve for reclassifications / merit recognition	-	-	-
<b>PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>	14 014	-	14 014
<b>PART V – ANTICIPATED COST INCREASES</b>	-	-	-
<b>TOTAL, PARTS I-V</b>	-	-	-

Totals may not sum exactly due to rounding.

**T013** Once a comparable basis (35 C/5 Approved as adjusted) has been established, the differences between this basis and the Draft 36 C/5 can be analyzed appropriation line by appropriation line. Generally such differences can be categorized as either cost increases arising from inflation and statutory increases or real increases/decreases in resources. The following section outlines the methodology used to determine the cost increases which, at the total level, were estimated at \$32.7 million.

## **Treatment of statutory and other cost increases for the Draft 36 C/5** *(Recosting and provision for Anticipated Cost Increases)*

**T014** In accordance with 35 C/Resolution 105 which invited the Director-General to apply the same budgeting techniques in the preparation of the 36 C/5 as those applied for the 35 C/5, the following approach has been taken in establishing the Draft 36 C/5 budget, with regards to “recosting” and “anticipated cost increases”.

### **Recosting (for Parts I-IV)**

**T015** Various elements have been analyzed and taken into account in the “**recosting**” exercise in order to calculate the increases that have already occurred or are expected to occur in the current biennium (2010-2011). With respect to **staff costs** these elements include:

- (i) estimates of the average “within-grade step” of staff members, for each grade, foreseen by the end of the present biennium;
- (ii) the latest scale of base salaries (effective January 2010 for the Professional category and above, October 2010 for the General Service category at Headquarters, and the latest salary scales for each duty station for the local (L) and national professional officers (NPO) categories published by ICSC);
- (iii) the latest scale of pensionable remuneration (effective September 2010 for the Professional category and above and October 2009 for the General Service category) for the purpose of estimating the Organization’s contribution to the United Nations Joint Staff Pension Fund;
- (iv) recent trends in the Organization’s contribution to the Medical Benefits Fund as per the existing contribution mechanism;
- (v) post adjustment classifications for Professional staff at Headquarters and at field duty stations according to an analysis of the most up-to-date indices available as at May 2010;
- (vi) other allowances: family allowance, education grant, assignment grant, housing subsidy, mobility/hardship allowance, statutory travel, staff-related security costs, etc., based on expenditure patterns of recent years for each category of staff; and
- (vii) any other reliable information on the future statutory increases foreseen to come into effect by the end of the present biennium with regard to the base salary scale, post adjustment indices, pensionable remuneration scales and other staff entitlements.

**T016** Price increases for goods and services have been estimated on the basis of information obtained from the following sources:

- (i) economic and statistical indicators published by the National Institute of Statistic and Economic Studies (INSEE France), and the International Monetary Fund (IMF) “World Economic Outlook”.
- (ii) the most precise information available within the Secretariat concerning the evolution of prices and cost increases that have impacted and are expected to affect the Organization;
- (iii) invoices received, expenditure trends and other concrete factors available to determine the budget adjustments of a technical nature.

**T017** Based on these elements, the global recosting requirement for the Draft 36 C/5 for Parts I-IV of the budget amounts to approximately \$28.4 million, which translates into an annual rate of increase of 2.2%.

**T018** **Table 4** summarizes the **recosting** requirements for 2010-2011, **by item of expenditure**.

**Table 4 – Recosting and Technical Adjustments cost increases for the Draft 36 C/5 (\$653M)**

in thousand of US \$

Item of expenditure	35 C/5 Approved as adjusted	Recosting (inflation and statutory increases)			Average annual percentage of recosting	35 C/5 recosted	36 C/5 Increase / (Decrease)			Total 36 C/5 alternative ZNG scenario
		Recosting	Technical adjustments <sup>(1)</sup>	Total			Increase / (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total	
	\$	\$	\$	\$	%	\$	\$	\$	\$	\$
<b>Parts I-III</b>										
(a) Staff salaries and allowances <sup>(2)</sup>										
Net remuneration (Base salaries and post adjustment)	275 838	14 212	-	14 212	2.5	290 051	(5 401)	(5 877)	(11 279)	278 772
Contribution to the Pension Fund	60 185	1 029	-	1 029	0.9	61 214	(1 078)	(1 242)	(2 319)	58 895
Contribution to the Medical Benefits Fund	9 651	847	-	847	4.3	10 498	(181)	(213)	(394)	10 104
Other allowances : (family allowance, mobility and hardship allowance, assignment grant, education grant, language allowance, home leave, field security, etc.)	40 772	1 392	-	1 392	1.7	42 164	(809)	(840)	(1 649)	40 515
Supplementary funding for the Field Network Reform	-	-	-	-	n/a	-	6 535	-	6 535	6 535
Reserve for reclassifications / merit recognition	2 000	-	-	-	-	2 000	(700)	-	(700)	1 300
<b>Total, Staff costs</b>	<b>388 447</b>	<b>17 480</b>	<b>-</b>	<b>17 480</b>	<b>2.2</b>	<b>405 927</b>	<b>(1 634)</b>	<b>(8 171)</b>	<b>(9 806)</b>	<b>396 122</b>
(b) Goods and services										
Personnel services other than staff	29 718	1 451	-	1 451	2.4	31 169	(490)	-	(490)	30 678
Official travel	32 002	1 493	-	1 493	2.3	33 495	(4 549)	-	(4 549)	28 946
Contractual services	51 827	1 502	1 520	3 022	2.9	54 848	(10 018)	-	(10 018)	44 830
General operating expenses	37 325	772	-	772	1.0	38 097	(3 138)	-	(3 138)	34 959
Supplies and materials	5 676	323	-	323	2.8	5 999	(2 523)	-	(2 523)	3 476
Acquisition of furniture and equipment	8 500	(423)	550	127	0.7	8 627	(1 300)	-	(1 300)	7 327
Acquisition and improvement of premises	1 584	3	700	703	20.2	2 287	(749)	-	(749)	1 538
Financial allocations/Fellowships/Contributions (including contributions to the Joint Machinery of the United Nations System)	45 309	890	1 258	2 148	2.3	47 456	361	-	361	47 817
Contracts with NGOs (framework agreements)	1 450	40	-	40	1.4	1 489	(491)	-	(491)	999
Other expenditure	7 449	217	75	292	1.9	7 741	7 605	-	7 605	15 347
<b>Subtotal, Goods and services</b>	<b>220 839</b>	<b>6 268</b>	<b>4 103</b>	<b>10 370</b>	<b>2.3</b>	<b>231 209</b>	<b>(15 292)</b>	<b>-</b>	<b>(15 292)</b>	<b>215 917</b>
(c) Participation Programme (PP)	19 050	519	-	519	1.4	19 569	(1 598)	-	(1 598)	17 971
<b>Total, Goods and services &amp; PP, (b) + (c)</b>	<b>239 889</b>	<b>6 787</b>	<b>4 103</b>	<b>10 890</b>	<b>2.2</b>	<b>250 778</b>	<b>(16 890)</b>	<b>-</b>	<b>(16 890)</b>	<b>233 888</b>
<b>Part IV – Loan Repayments for the Renovation of the Headquarters Premises &amp; the IBE Building</b>	<b>14 014</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14 014</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14 014</b>
<b>Total Parts I-IV</b>	<b>642 350</b>	<b>24 267</b>	<b>4 103</b>	<b>28 370</b>	<b>2.2</b>	<b>670 719</b>	<b>(18 524)</b>	<b>(8 171)</b>	<b>(26 696)</b>	<b>644 024</b>
<b>Part V – Anticipated cost increases</b>	<b>10 650</b>	<b>-</b>	<b>4 330</b>	<b>4 330</b>	<b>n/a</b>	<b>14 981</b>	<b>(6 004)</b>	<b>-</b>	<b>(6 004)</b>	<b>8 977</b>
<b>TOTAL</b>	<b>653 000</b>	<b>24 267</b>	<b>8 433</b>	<b>32 700</b>	<b>2.5</b>	<b>685 700</b>	<b>(24 529)</b>	<b>(8 171)</b>	<b>(32 700)</b>	<b>653 000</b>

(1) The main technical adjustment items proposed in the Draft 36 C/5 are the following:

(in thousand of US \$)

Contribution to the Medical Benefits Fund for Associate Participants	1 685
Field Security Costs	2 870
Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	(528)
Insurance Premiums	75
<b>Total, Technical Adjustments</b>	<b>4 103</b>

(2) Staff salaries and allowances for personnel can also be broken down into Headquarters, Field and Reserve for reclassifications, as follows:

Item of expenditure	35 C/5 Approved as adjusted	Recosting (inflation and statutory increases)			Average annual percentage of recosting	35 C/5 recosted	36 C/5 Increase / (Decrease)			Total 36 C/5 alternative ZNG scenario
		Recosting	Technical adjustments	Total			Increase / (Decrease) in real terms	Reduction due to an increase in the Lapse Factor from 3% to 5%	Total	
	\$	\$	\$	\$	%	\$	\$	\$	\$	\$
Personnel costs:										
Headquarters	257 815	12 691	-	12 691	2.4	270 505	(8 211)	(5 407)	(13 618)	256 887
Field	128 633	4 789	-	4 789	1.8	133 422	7 277	(2 764)	4 513	137 934
Reserve for reclassifications and merit recognition	2 000	-	-	-	-	2 000	(700)	-	(700)	1 300
<b>Total, Staff costs</b>	<b>388 447</b>	<b>17 480</b>	<b>-</b>	<b>17 480</b>	<b>2.2</b>	<b>405 927</b>	<b>(1 634)</b>	<b>(8 171)</b>	<b>(9 806)</b>	<b>396 122</b>

Totals may not sum exactly due to rounding.

## Anticipated cost increases for 2012-2013 (Part V)

**T019** The cost increases related to statutory and other factors which are expected to occur during the course of the 2012-2013 biennium are shown separately under Part V of the budget, the use of which is subject to the prior approval by Executive Board.

**T020** In line with the Director-General's effort to strengthen priority areas and to provide partial funding for the Field Network reform, corresponding cuts had to be made elsewhere in the budget. In this regard the Part V provision was reduced to a historical low of \$8.98 million, i.e. \$4.5 million lower than the ZRG proposed level. Consequently the Organization will be required to monitor strictly the cost increases that will arise in 2012-2013, and to prioritize their funding within this budget provision.

**T021** Although there are different ways of presenting anticipated cost increases in the budget, the Secretariat considered that regrouping these costs under a separate and distinct appropriation line is the most transparent approach, especially since the Executive Board monitors and approves the use of these funds.

**T022** As per the request of the Executive Board (175 EX/Decision 21), the Secretariat presented in document 34 C/5 Draft (paragraphs T009-T019) an analysis of the rationale for maintaining the methodology concerning Anticipated Cost Increases and outlined the practices of other United Nations organizations in this regard. In summary, the analysis outlined that UNESCO's practice of establishing a separate budget line for anticipated cost increases was an appropriate approach for several reasons: (i) it protects the organization's programme budget from being redeployed to finance statutory and inflation costs on other appropriation lines; (ii) it fixes the level of the total budget requirement, and thus the level of assessed contribution, from the outset of the biennium; (iii) it gives a transparent distinction within each budget line between the base budget amount and the actual cost increases materialized; (iv) it enables the organization to make the most rational use of the funds in accordance with the actual trends of cost increases analyzed during the biennium; and (v) the Executive Board maintains control over the financing of cost increases by examining the contents of the cost increases and approving the usage of Part V every six months. Based on this analysis, the **General Conference approved the continued use of the methodology for the treatment of anticipated cost increases under a separate appropriation line at its 34th session when adopting the 34 C/5, and the methodology was further approved in the 35 C/5.**

**T023** Table 5 provides a breakdown of the Anticipated Cost Increases for 2012-2013 by item of expenditure.



## Table 5 – Anticipated cost increases for 2012-2013 (Part V)

in thousand of US\$

Item of expenditure	2012-2013 proposals Parts I-IV	Anticipated cost increases in 2012-2013			
		HQ	Field	Total	
	\$	\$	\$	\$	%
<b>a) Staff salaries and allowances</b>					
Net remuneration	278 772	4 532	1 677	<b>6 208</b>	2.2
Contribution to the Pension Fund	58 895	848	347	<b>1 195</b>	2.0
Contribution to the Medical Benefits Fund	10 104	157	65	<b>222</b>	2.2
Other allowances : (family allowance, mobility and hardship allowance, assignment grant, education grant, language allowance, home leave, field security, etc.)	40 515	313	368	<b>681</b>	1.7
Supplementary funding for the Field Network Reform	6 535	-	-	-	-
Reserve for reclassifications / merit recognition	1 300	-	-	-	-
<b>Subtotal, Staff Costs</b>	<b>396 122</b>	<b>5 849</b>	<b>2 457</b>	<b>8 307</b>	<b>2.1</b>
<b>b) Goods and services – Overall</b>	<b>247 902</b>	<b>412</b>	<b>258</b>	<b>670</b>	<b>0.3</b>
<b>GRAND TOTAL</b>	<b>644 024</b>	<b>6 261</b>	<b>2 716</b>	<b>8 977</b>	<b>1.4</b>

Totals may not sum exactly due to rounding.

# Annexes

# Annex I – Budget summary by main line of action of regular and extrabudgetary resources

PART	Regular Budget			Extrabudgetary resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>				
<b>A. Governing bodies</b>	10 745 500	2 490 100	13 235 600	–
<b>B. Direction</b>				
1 Directorate	431 000	2 600 200	3 031 200	700 000
2. Executive Office of the Director-General	436 500	6 361 300	6 797 800	1 035 800
3. Internal Oversight	721 800	5 185 100	5 906 900	736 000
4. International Standards and Legal Affairs	102 900	3 813 800	3 916 700	–
5. Ethics Office	104 100	733 500	837 600	–
<b>Total, I.B</b>	<b>1 796 300</b>	<b>18 693 900</b>	<b>20 490 200</b>	<b>2 471 800</b>
<b>C. Participation in the Joint Machinery of the United Nations System</b>	<b>12 037 500</b>	–	<b>12 037 500</b>	–
<b>TOTAL, PART I</b>	<b>24 579 300</b>	<b>21 184 000</b>	<b>45 763 300</b>	<b>2 471 800</b>
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>				
<b>A. Programmes</b>				
<b>I EDUCATION</b>				
I.1 Accelerating progress towards EFA, in particular at the country level	18 770 900	32 988 000	51 758 900	41 993 400
I.2 Building quality and inclusive education systems	5 638 900	10 959 100	16 598 000	37 967 900
I.3 Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	3 889 800	9 260 900	13 150 700	31 138 800
I.4 Reinforcing leadership for EFA through advocacy, partnerships and monitoring	4 336 400	10 277 300	14 613 700	6 448 400
<b>Total, I</b>	<b>32 636 000</b>	<b>63 485 300</b>	<b>96 121 300</b>	<b>117 548 500</b>
<b>UNESCO education institutes</b>				
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>				
UNESCO International Bureau of Education (IBE)	5 000 000	–	5 000 000	–
UNESCO International Institute for Educational Planning (IIEP)	5 300 000	–	5 300 000	–
UNESCO Institute for Lifelong Learning (UIL)	2 000 000	–	2 000 000	–
UNESCO Institute for Information Technologies in Education (IITE)	1 000 000	–	1 000 000	–
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)	2 200 000	–	2 200 000	–
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) <sup>(2)</sup>	500 000	–	500 000	–
<b>Total, UNESCO education institutes</b>	<b>18 500 000</b>	–	<b>18 500 000</b>	–
<b>TOTAL, MAJOR PROGRAMME I</b>	<b>51 136 000</b>	<b>63 485 300</b>	<b>114 621 300</b>	<b>117 548 500</b>
<b>II NATURAL SCIENCES</b>				
II.1 Promoting STI policies and access to knowledge	1 919 900	5 219 400	7 139 300	8 378 600
II.2 Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy	2 000 300	6 069 300	8 069 600	2 118 700
II.3 Mobilizing broad-based participation in STI	885 500	2 513 000	3 398 500	11 301 600
II.4 UNESCO Intergovernmental Oceanographic Commission (IOC): Strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States	3 439 400	6 966 000	10 405 400	13 985 700
II.5 Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)	5 096 300	7 164 200	12 260 500	8 043 900

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

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



PART	Regular Budget			Extrabudgetary resources <sup>(1)</sup>	
	Activities	Staff	Total 36 C/5 alternative ZNG scenario		
	\$	\$	\$	\$	
II.6	Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)	2 933 600	10 662 400	13 596 000	5 403 500
II.7	Natural disaster risk reduction and mitigation	815 200	2 045 000	2 860 200	724 600
	<b>Total, II</b>	<b>17 090 200</b>	<b>40 639 300</b>	<b>57 729 500</b>	<b>49 956 600</b>
<b>UNESCO science institutes</b>					
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>					
	UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	85 000 000
	The International Centre for Theoretical Physics (ICTP)	1 015 000	-	1 015 000	69 198 300
	<b>Total, UNESCO science institutes</b>	<b>1 015 000</b>	<b>-</b>	<b>1 015 000</b>	<b>154 198 300</b>
	<b>TOTAL, MAJOR PROGRAMME II</b>	<b>18 105 200</b>	<b>40 639 300</b>	<b>58 744 500</b>	<b>204 154 900</b>
<b>III SOCIAL AND HUMAN SCIENCES</b>					
III.1	Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics	1 862 100	4 729 500	6 591 600	92 500
III.2	Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth	3 616 000	8 457 100	12 073 100	70 837 200
III.3	Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities	3 196 000	7 370 000	10 566 000	977 200
	<b>TOTAL, MAJOR PROGRAMME III</b>	<b>8 674 100</b>	<b>20 556 600</b>	<b>29 230 700</b>	<b>71 906 900</b>
<b>IV CULTURE</b>					
IV.1	Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention	4 260 800	12 032 700	16 293 500	28 344 000
IV.2	Enhancing the protection of cultural property and fighting against traffic in cultural property through the effective implementation of the 1954, 1970 and 2001 Conventions	1 652 200	3 248 400	4 900 600	994 900
IV.3	Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention	3 719 600	6 539 800	10 259 400	3 788 600
IV.4	Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention	2 181 000	4 019 300	6 200 300	2 426 300
IV.5	Promoting the role of culture in development at the global, regional and national levels	2 640 400	7 280 000	9 920 400	4 566 200
IV.6	Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence	1 254 400	3 384 600	4 639 000	2 461 000
	<b>TOTAL, MAJOR PROGRAMME IV</b>	<b>15 708 400</b>	<b>36 504 800</b>	<b>52 213 200</b>	<b>42 581 000</b>
<b>V COMMUNICATION AND INFORMATION</b>					
V.1	Promoting an enabling environment for freedom of expression in order to foster development, democracy, and dialogue for a culture of peace and non-violence	3 675 000	6 370 900	10 045 900	9 975 100
V.2	Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development	3 545 000	6 522 700	10 067 700	10 826 200
V.3	Supporting Member States in empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage	4 237 400	7 638 900	11 876 300	54 186 900
	<b>TOTAL, MAJOR PROGRAMME V</b>	<b>11 457 400</b>	<b>20 532 500</b>	<b>31 989 900</b>	<b>74 988 200</b>
	<b>UNESCO Institute for Statistics</b>	<b>9 128 600</b>	<b>-</b>	<b>9 128 600</b>	<b>-</b>
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>					
	<b>Intersectoral Platforms</b>	<b>7 123 700</b>	<b>-</b>	<b>7 123 700</b>	<b>-</b>
	<b>Field office implementation of decentralized programmes</b>				
	- Field Management of decentralized programmes	-	56 183 100	56 183 100	423 800
	- Field office operating costs	20 156 000	-	20 156 000	1 123 800
	- Field coordination at Headquarters	309 200	3 215 800	3 525 000	228 600
	<b>Total, Field office implementation of decentralized programmes</b>	<b>20 465 200</b>	<b>59 398 900</b>	<b>79 864 100</b>	<b>1 776 200</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

PART	Regular Budget			Extrabudgetary resources <sup>(1)</sup>
	Activities	Staff	Total 36 C/5 alternative ZNG scenario	
	\$	\$	\$	\$
<b>Supplementary funding for the Field Network Reform</b>	<b>2 465 000</b>	<b>6 535 000</b>	<b>9 000 000</b>	<b>-</b>
<b>Total, II.A</b>	<b>144 263 600</b>	<b>247 652 400</b>	<b>391 916 000</b>	<b>512 955 700</b>
<b>B. Programme-related services</b>				
1. Coordination and monitoring of action to benefit Africa	1 437 100	4 344 500	5 781 600	-
2. Coordination and monitoring of action to benefit Gender Equality	434 600	1 740 500	2 175 100	-
3. Strategic planning, programme monitoring and budget preparation	1 430 300	7 710 500	9 140 800	6 235 700
4. Organization-wide knowledge management	1 993 700	3 076 200	5 069 900	2 040 800
5. External relations and public information	3 184 700	24 515 100	27 699 800	1 483 900
<b>Total, II.B</b>	<b>8 480 400</b>	<b>41 386 800</b>	<b>49 867 200</b>	<b>9 760 400</b>
<b>C. Participation Programme and Fellowships</b>				
1. Participation Programme	17 970 900	1 112 500	19 083 400	-
2. Fellowships programme	1 050 000	593 800	1 643 800	1 566 500
<b>Total, II.C</b>	<b>19 020 900</b>	<b>1 706 300</b>	<b>20 727 200</b>	<b>1 566 500</b>
<b>TOTAL, PART II</b>	<b>171 764 900</b>	<b>290 745 500</b>	<b>462 510 400</b>	<b>524 282 600</b>
<b>PART III – CORPORATE SERVICES</b>				
<b>A. Human resources management</b>				
1. Human resources management	4 273 900	16 561 600	20 835 500	443 000
2. Corporate-wide training and development of staff	4 000 000	-	4 000 000	-
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	9 800 000	-	9 800 000	-
<b>Total, III.A</b>	<b>18 073 900</b>	<b>16 561 600</b>	<b>34 635 500</b>	<b>443 000</b>
<b>B. Financial Management</b>				
1. Financial Management	438 500	12 330 100	12 768 600	2 923 400
2. Corporate-wide insurance premiums	700 000	-	700 000	-
<b>Total, III.B</b>	<b>1 138 500</b>	<b>12 330 100</b>	<b>13 468 600</b>	<b>2 923 400</b>
<b>C. Support services management</b>				
1. Coordination, IT infrastructure, systems and communications management				
– Coordination, support, monitoring and evaluation	196 000	3 270 900	3 466 900	188 000
– Information systems and telecommunications management	3 722 600	11 386 000	15 108 600	815 200
<b>Total, III.C.1</b>	<b>3 918 600</b>	<b>14 656 900</b>	<b>18 575 500</b>	<b>1 003 200</b>
2. Conferences, languages and documents services management				
– Conferences, languages and documents management	1 087 100	20 027 900	21 115 000	4 450 100
3. Common services management including procurement, Headquarters security and utilities				
– Common services: procurement, Headquarters security and facilities management	8 425 700	19 315 500	27 741 200	5 270 000
– Maintenance, conservation and renovation of Headquarters premises	4 900 000	-	4 900 000	-
<b>Total, III.C.3</b>	<b>13 325 700</b>	<b>19 315 500</b>	<b>32 641 200</b>	<b>5 270 000</b>
<b>Total, III.C</b>	<b>18 331 400</b>	<b>54 000 300</b>	<b>72 331 700</b>	<b>10 723 300</b>
<b>TOTAL, PART III</b>	<b>37 543 800</b>	<b>82 892 000</b>	<b>120 435 800</b>	<b>14 089 700</b>
<b>TOTAL, PARTS I-III</b>	<b>233 888 000</b>	<b>394 821 500</b>	<b>628 709 500</b>	<b>540 844 100</b>
<b>Reserve for reclassifications / merit recognition</b>	<b>-</b>	<b>1 300 000</b>	<b>1 300 000</b>	<b>-</b>
<b>PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>	<b>14 014 000</b>	<b>-</b>	<b>14 014 000</b>	<b>-</b>
<b>PART V – ANTICIPATED COST INCREASES</b>	<b>670 000</b>	<b>8 306 500</b>	<b>8 976 500</b>	<b>-</b>
<b>TOTAL, PARTS I-V</b>	<b>248 572 000</b>	<b>404 428 000</b>	<b>653 000 000</b>	<b>540 844 100</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

## Annex II – Summary of regular programme established posts by grade: comparison between 2010-2011 and 2012-2013

Sector / Unit	Posts in the professional category and above (Headquarters and Field)											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					
<b>PART I - GENERAL POLICY AND DIRECTION</b>																
A. Governing bodies	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	1	2	-	-	3	-	7	5	-	12
	2012-2013	36 C/5 alternative ZNG scenario	-	-	-	1	-	2	-	-	1	-	4	7	-	11
B. Direction	2010-2011	35 C/5 Approved as adjusted	1	1	-	3	3	10	12	12	12	-	54	26	-	80
	2012-2013	36 C/5 alternative ZNG scenario	1	1	-	4	1	10	11	11	13	-	52	24	-	76
<b>TOTAL, PART I</b>		<b>35 C/5 Approved as adjusted</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>4</b>	<b>4</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>15</b>	<b>-</b>	<b>61</b>	<b>31</b>	<b>-</b>	<b>92</b>
		<b>36 C/5 alternative ZNG scenario</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>5</b>	<b>1</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>14</b>	<b>-</b>	<b>56</b>	<b>31</b>	<b>-</b>	<b>87</b>
<b>PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>																
<b>A. Programmes</b>																
Education Sector (ED)	2010-2011	35 C/5 Approved as adjusted	-	-	1	2	6	27	58	55	21	29	199	53	4	256
	2012-2013	36 C/5 alternative ZNG scenario	-	-	1	1	6	26	67	51	15	35	202	48	4	254
Natural Sciences Sector (SC)	2010-2011	35 C/5 Approved as adjusted	-	-	2	1	4	24	25	29	16	11	112	54	-	166
	2012-2013	36 C/5 alternative ZNG scenario	-	-	2	-	6	24	30	28	16	13	119	51	-	170
<i>(of which IOC)</i>		2010-2011	35 C/5 Approved as adjusted	-	-	1	-	1	4	6	1	1	15	11	-	26
		2012-2013	36 C/5 alternative ZNG scenario	-	-	1	-	1	4	8	2	1	18	10	-	28
Social and Human Sciences Sector (SHS)	2010-2011	35 C/5 Approved as adjusted	-	-	1	1	2	10	16	15	13	5	63	23	-	86
	2012-2013	36 C/5 alternative ZNG scenario	-	-	1	1	2	10	17	14	13	5	63	21	-	84
Culture Sector (CLT)	2010-2011	35 C/5 Approved as adjusted	-	-	1	1	4	8	23	43	21	12	113	47	1	161
	2012-2013	36 C/5 alternative ZNG scenario	-	-	1	1	4	8	30	40	16	14	114	44	1	159
<i>(of which WHC)</i>		2010-2011	35 C/5 Approved as adjusted	-	-	-	1	2	-	6	10	3	22	15	-	37
		2012-2013	36 C/5 alternative ZNG scenario	-	-	-	1	2	1	8	10	2	24	13	-	37



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							
Communication and Information Sector (CI)	2010-2011	35	C/5	Approved as adjusted	-	-	1	1	2	8	17	16	6	13	64	25	-	89
	2012-2013	36	C/5	alternative ZNG scenario	-	-	1	1	1	5	21	17	5	13	64	25	-	89
Field office implementation of decentralized programmes (BFC)	2010-2011	35	C/5	Approved as adjusted	-	-	-	7	34	17	6	12	30	10	116	4	308	428
	2012-2013	36	C/5	alternative ZNG scenario	-	-	-	7	32	19	6	12	27	10	113	4	297	414
Supplementary funding for the Field Network Reform (1)	2010-2011	35	C/5	Approved as adjusted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	2012-2013	36	C/5	alternative ZNG scenario	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>B. Programme-related services</b>																		
Coordination and monitoring of action to benefit Africa (AFR)	2010-2011	35	C/5	Approved as adjusted	-	-	1	-	1	1	2	2	2	1	10	6	-	16
	2012-2013	36	C/5	alternative ZNG scenario	-	-	1	-	2	1	2	2	3	1	12	6	-	18
Coordination and monitoring of action to benefit Gender Equality (GE)	2010-2011	35	C/5	Approved as adjusted	-	-	-	-	1	-	2	1	-	-	4	1	-	5
	2012-2013	36	C/5	alternative ZNG scenario	-	-	-	1	-	1	2	1	-	-	5	1	-	6
Strategic planning, programme monitoring and budget preparation (BSP)	2010-2011	35	C/5	Approved as adjusted	-	-	1	1	3	5	4	3	5	-	22	11	-	33
	2012-2013	36	C/5	alternative ZNG scenario	-	-	1	1	2	5	3	6	2	-	20	9	-	29
Organization-wide knowledge management	2010-2011	35	C/5	Approved as adjusted	-	-	-	-	-	-	1	6	4	-	11	1	-	12
	2012-2013	36	C/5	alternative ZNG scenario	-	-	-	1	-	-	1	6	3	-	11	2	-	13
External relations and public information (ERI)	2010-2011	35	C/5	Approved as adjusted	-	-	1	2	1	11	15	21	8	-	59	61	-	120
	2012-2013	36	C/5	alternative ZNG scenario	-	-	1	-	4	11	13	19	11	-	59	54	-	113
<b>C. Participation Programme and Fellowships</b>																		
Participation Programme (PP)	2010-2011	35	C/5	Approved as adjusted	-	-	-	-	-	1	-	-	1	-	2	4	-	6
	2012-2013	36	C/5	alternative ZNG scenario	-	-	-	-	-	1	-	-	1	-	2	4	-	6
Fellowships Programme (FEL)	2010-2011	35	C/5	Approved as adjusted	-	-	-	-	-	-	-	-	-	-	5	-	-	5
	2012-2013	36	C/5	alternative ZNG scenario	-	-	-	-	-	-	-	-	-	-	4	-	-	4
<b>TOTAL, PART II</b>		<b>35 C/5 Approved as adjusted</b>			-	-	<b>9</b>	<b>16</b>	<b>58</b>	<b>112</b>	<b>169</b>	<b>203</b>	<b>127</b>	<b>81</b>	<b>775</b>	<b>295</b>	<b>313</b>	<b>1 383</b>
		<b>36 C/5 alternative ZNG scenario</b>			-	-	<b>9</b>	<b>14</b>	<b>59</b>	<b>111</b>	<b>192</b>	<b>196</b>	<b>112</b>	<b>91</b>	<b>784</b>	<b>273</b>	<b>302</b>	<b>1 359</b>

(1) The breakdown of the Supplementary funding for the Field Network Reform by post will only be available during the course of the biennium.

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					
<b>PART III - CORPORATE SERVICES</b>																
A. Human resources management (HRM)	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	1	6	8	12	9	-	37	50	-	87
	2012-2013	36 C/5 alternative ZNG scenario	-	-	-	1	1	5	7	16	8	-	38	46	-	84
B. Financial Management (BFM)	2010-2011	35 C/5 Approved as adjusted	-	-	-	1	1	4	7	10	11	-	34	27	-	61
	2012-2013	36 C/5 alternative ZNG scenario	-	-	-	1	1	3	5	13	9	-	32	26	-	58
C. Support services management (SSM)	2010-2011	35 C/5 Approved as adjusted	-	-	1	-	4	17	26	28	14	-	90	242	-	332
	2012-2013	36 C/5 alternative ZNG scenario	-	-	1	-	3	16	25	27	14	-	86	220	-	306
<b>TOTAL, PART III</b>		<b>35 C/5 Approved as adjusted</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>27</b>	<b>41</b>	<b>50</b>	<b>34</b>	<b>-</b>	<b>161</b>	<b>319</b>	<b>-</b>	<b>480</b>
		<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>24</b>	<b>37</b>	<b>56</b>	<b>31</b>	<b>-</b>	<b>156</b>	<b>292</b>	<b>-</b>	<b>448</b>
<b>GRAND TOTAL, PARTS I-III</b>		<b>35 C/5 Approved as adjusted</b>	<b>1</b>	<b>1</b>	<b>10</b>	<b>22</b>	<b>68</b>	<b>151</b>	<b>222</b>	<b>265</b>	<b>176</b>	<b>81</b>	<b>997</b>	<b>645</b>	<b>313</b>	<b>1 955</b>
		<b>36 C/5 alternative ZNG scenario</b>	<b>1</b>	<b>1</b>	<b>10</b>	<b>21</b>	<b>65</b>	<b>147</b>	<b>240</b>	<b>263</b>	<b>157</b>	<b>91</b>	<b>996</b>	<b>596</b>	<b>302</b>	<b>1 894</b>

## Annex III – Summary of established posts for 2012-2013: Regular and extrabudgetary programmes

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>									
<b>A. Governing bodies</b> <i>(including: General Conference and the Executive Board)</i>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	1	3	7	11	2 490 100
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>11</b>	<b>2 490 100</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>B. Direction</b> <i>(including: Directorate, Executive Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Office)</i>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	1	1	-	5	45	24	76	18 693 900
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>5</b>	<b>45</b>	<b>24</b>	<b>76</b>	<b>18 693 900</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>7</b>	<b>2 464 400</b>
<b>TOTAL, PART I</b>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	1	1	-	6	48	31	87	21 184 000
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>6</b>	<b>48</b>	<b>31</b>	<b>87</b>	<b>21 184 000</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>7</b>	<b>2 464 400</b>
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>									
<b>A. Programmes</b>									
Education Sector (ED)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	6	72	48	127	29 630 100
	Field	-	-	-	1	122	4	127	33 855 200
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>7</b>	<b>194</b>	<b>52</b>	<b>254</b>	<b>63 485 300</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>922 500</b>
Natural Sciences Sector (SC)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	2	6	58	51	117	26 325 500
	Field	-	-	-	-	53	-	53	14 313 800
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>6</b>	<b>111</b>	<b>51</b>	<b>170</b>	<b>40 639 300</b>
	<i>(of which IOC)</i>								
	Headquarters	-	-	1	1	11	10	23	5 464 400
	Field	-	-	-	-	5	-	5	1 501 600
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>10</b>	<b>28</b>	<b>6 966 000</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>922 400</b>
	<i>(of which IOC)</i>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Social and Human Sciences Sector (SHS)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	3	36	21	61	14 232 000
	Field	-	-	-	-	23	-	23	6 324 600
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>59</b>	<b>21</b>	<b>84</b>	<b>20 556 600</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>569 600</b>

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
								\$	
Culture Sector (CLT)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	5	64	44	114	25 521 800
	Field	-	-	-	-	44	1	45	10 983 000
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>5</b>	<b>108</b>	<b>45</b>	<b>159</b>	<b>36 504 800</b>
	<i>(of which WHC)</i>								
	Headquarters	-	-	-	3	21	13	37	8 576 600
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>21</b>	<b>13</b>	<b>37</b>	<b>8 576 600</b>
	<b>EXTRABUDGETARY</b>	-	-	-	-	10	-	10	2 961 800
	<i>(of which WHC)</i>	-	-	-	-	3	-	3	841 400
Communication and Information Sector (CI)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	2	29	25	57	12 720 600
	Field	-	-	-	-	32	-	32	7 811 900
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>61</b>	<b>25</b>	<b>89</b>	<b>20 532 500</b>
	<b>EXTRABUDGETARY</b>	-	-	-	-	4	2	6	1 184 000
Field office implementation of decentralized programmes (BFC)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	1	8	4	13	3 215 800
	Field	-	-	-	38	66	297	401	56 183 100
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39</b>	<b>74</b>	<b>301</b>	<b>414</b>	<b>59 398 900</b>
	<b>EXTRABUDGETARY</b>	-	-	-	-	3	-	3	652 400
Supplementary funding for the Field Network Reform <sup>(1)</sup>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	-	-	-	-	-
	Field	-	-	-	-	-	-	-	6 535 000
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6 535 000</b>
	<b>EXTRABUDGETARY</b>	-	-	-	-	-	-	-	-
<b>B. Programme-related services</b>									
Coordination and monitoring of action to benefit Africa (AFR)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	2	7	6	16	3 921 700
	Field	-	-	-	-	2	-	2	422 800
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>6</b>	<b>18</b>	<b>4 344 500</b>
	<b>EXTRABUDGETARY</b>	-	-	-	-	-	-	-	-
Coordination and monitoring of action to benefit Gender Equality (GE)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	1	4	1	6	1 740 500
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>1 740 500</b>
	<b>EXTRABUDGETARY</b>	-	-	-	-	-	-	-	-

(1) The breakdown of the Supplementary funding for the Field Network Reform by post will only be available during the course of the biennium.

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
Strategic planning, programme monitoring and budget preparation (BSP)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	3	16	9	29	7 710 500
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>16</b>	<b>9</b>	<b>29</b>	<b>7 710 500</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>15</b>	<b>5</b>	<b>21</b>	<b>5 730 700</b>
Organization-wide knowledge management	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	1	10	2	13	3 076 200
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>10</b>	<b>2</b>	<b>13</b>	<b>3 076 200</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>7</b>	<b>2 040 800</b>
External relations and public information (ERI)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	4	50	54	109	23 010 300
	Field	-	-	-	-	4	-	4	1 504 800
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>4</b>	<b>54</b>	<b>54</b>	<b>113</b>	<b>24 515 100</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>1 483 900</b>
<b>C. Participation Programme and Fellowships</b>									
Participation Programme (PP)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	-	2	4	6	1 112 500
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>1 112 500</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Fellowships Programme (FEL)	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	-	-	4	4	593 800
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>	<b>593 800</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>696 800</b>
<b>TOTAL, PART II</b>									
<b>REGULAR PROGRAMME:</b>									
Headquarters		-	-	9	34	356	273	672	152 811 300
Field		-	-	-	39	346	302	687	137 934 200
<b>36 C/5 alternative ZNG scenario</b>		<b>-</b>	<b>-</b>	<b>9</b>	<b>73</b>	<b>702</b>	<b>575</b>	<b>1 359</b>	<b>290 745 500</b>
<b>EXTRABUDGETARY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>53</b>	<b>9</b>	<b>63</b>	<b>17 164 900</b>
<b>PART III – CORPORATE SERVICES</b>									
<b>A. Human resources management (HRM)</b>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	2	36	46	84	16 561 600
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>36</b>	<b>46</b>	<b>84</b>	<b>16 561 600</b>
	<b>EXTRABUDGETARY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>443 000</b>

		DG	DDG	ADG	Director	Professional and National Professional	General Service & Field Local	TOTAL	
								Posts	Cost
									\$
<b>B. Financial Management (BFM)</b>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	-	2	30	26	58	12 330 100
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	-	-	-	2	30	26	58	12 330 100
	<b>EXTRABUDGETARY</b>	-	-	-	-	6	8	14	2 923 400
<b>C. Support services management (SSM)</b>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	3	82	220	306	54 000 300
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	-	-	1	3	82	220	306	54 000 300
	<b>EXTRABUDGETARY</b>	-	-	-	-	5	48	53	8 942 200
<b>TOTAL, PART III</b>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	-	-	1	7	148	292	448	82 892 000
	Field	-	-	-	-	-	-	-	-
	<b>36 C/5 alternative ZNG scenario</b>	-	-	1	7	148	292	448	82 892 000
	<b>EXTRABUDGETARY</b>	-	-	-	-	12	57	69	12 308 600
<b>TOTAL PARTS I-III</b>	<b>REGULAR PROGRAMME:</b>								
	Headquarters	1	1	10	47	552	596	1 207	256 887 300
	Field	-	-	-	39	346	302	687	137 934 200
	<b>36 C/5 alternative ZNG scenario</b>	1	1	10	86	898	898	1 894	394 821 500
<b>Reserve for reclassifications / merit recognition</b>									1 300 000
	<b>Grand Total, Regular Programme, 36 C/5 alternative ZNG scenario</b>	1	1	10	86	898	898	1 894	396 121 500
	<b>EXTRABUDGETARY</b>	-	-	-	1	72	66	139	31 937 900



# Annex IV – Summary of decentralization by region

## List of field offices (excluding UNESCO institutes and centres)

### Africa

#### Cluster Offices and Regional Bureaux

Accra  
Bamako  
Dakar, and Regional Bureau for Education  
Dar es Salaam  
Harare  
Libreville  
Nairobi, and Regional Bureau for Science  
Windhoek  
Yaoundé

#### National Offices

Abuja  
Brazzaville  
Bujumbura  
Kinshasa  
Maputo

### Arab States

#### Cluster Offices and Regional Bureaux

Beirut, and Regional Bureau for Education  
Cairo, and Regional Bureau for Science  
Doha  
Rabat

#### National Offices

Amman  
Iraq (Amman / Bagdad)  
Khartoum  
Ramallah

### Asia and the Pacific

#### Cluster Offices and Regional Bureaux

Almaty  
Apia  
Bangkok, and Regional Bureau for Education  
Beijing  
Jakarta, and Regional Bureau for Science  
New Delhi  
Tehran

#### National Offices

Dhaka  
Hanoi  
Islamabad  
Kabul  
Kathmandu  
Phnom Penh  
Tashkent

### Europe and North America

#### Cluster Offices and Regional Bureaux

Moscow  
Venice, Regional Bureau for Science and Culture in Europe

#### Liaison Offices

Addis Ababa  
Brussels  
Geneva  
New York

### Latin America and the Caribbean

#### Cluster Offices and Regional Bureaux

Havana, and Regional Bureau for Culture  
Kingston  
Montevideo, and Regional Bureau for Science  
Quito  
San José  
Santiago, and Regional Bureau for Education

#### National Offices

Brasilia  
Guatemala  
Lima  
Mexico  
Port-au-Prince

**Table 1 – Regular programme by region and by main line of action / units  
Extrabudgetary funds by main line of action / executing units (ED, SC, SHS, CLT, CI, UIS, BFC, AFR, ERI)**

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 alternative ZNG scenario	Decentralized Extrabudgetary Resources <sup>(1)</sup>
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
<b>EDUCATION</b>									
I. Staff (established posts) <sup>(2)</sup>	29 630 100 46.7%	10 457 300 16.5%	6 688 300 10.5%	9 348 500 14.7%	1 592 300 2.5%	5 768 800 9.1%	<b>33 855 200</b> 53.3%	63 485 300 100.0%	737 000
II. Activities									
I.1	5 103 800	5 720 700	1 780 000	4 361 700	25 000	1 779 700	<b>13 667 100</b>	18 770 900	37 386 600
I.2	1 715 600	1 414 700	638 200	821 900	75 000	973 500	<b>3 923 300</b>	5 638 900	16 883 500
I.3	1 441 200	970 500	75 500	955 800	–	446 800	<b>2 448 600</b>	3 889 800	1 321 800
I.4	3 275 400	394 100	206 300	160 600	200 000	100 000	<b>1 061 000</b>	4 336 400	222 900
UNESCO education institutes, IICBA, IESALC and MGIEP <sup>(3)</sup>	–	2 500 000	–	500 000	–	2 200 000	<b>5 200 000</b>	5 200 000	–
<b>Total Activities<sup>(4)</sup></b>	<b>11 536 000</b> 30.5%	<b>11 000 000</b> 29.1%	<b>2 700 000</b> 7.1%	<b>6 800 000</b> 18.0%	<b>300 000</b> 0.8%	<b>5 500 000</b> 14.5%	<b>26 300 000</b> 69.5%	37 836 000 100.0%	55 814 800
<b>Total, ED (excl. IBE, IIER, UIL, IITE)</b>	<b>41 166 100</b> 40.6%	<b>21 457 300</b> 21.2%	<b>9 388 300</b> 9.3%	<b>16 148 500</b> 15.9%	<b>1 892 300</b> 1.9%	<b>11 268 800</b> 11.1%	<b>60 155 200</b> 59.4%	<b>101 321 300</b> 100.0%	<b>56 551 800</b>
UNESCO education institutes IBE, IIER, UIL, IITE	–	–	–	–	–	–	<b>13 300 000</b>	<b>13 300 000</b>	–
<b>Total, ED (incl. IBE, IIER, UIL, IITE)</b>	<b>41 166 100</b> 35.9%	–	–	–	–	–	<b>73 455 200</b> 64.1%	<b>114 621 300</b> 100.0%	<b>56 551 800</b>

<sup>(1)</sup> Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost income and/or other extrabudgetary funds.

<sup>(2)</sup> Established posts do not include UNESCO education institutes (the costs related to established posts of the institutes are included in their financial allocation).

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

<sup>(4)</sup> Excluding the education institutes for which the distribution of activities by region is not available (IBE, IIER, UIL, IITE).

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 alternative ZNG scenario	Decentralized Extrabudgetary Resources <sup>(1)</sup>
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
<b>NATURAL SCIENCES</b>									
I. Staff (established posts)	26 325 500	4 305 400	1 738 600	4 013 700	2 222 100	2 034 000	14 313 800	40 639 300	-
	64.8%	10.6%	4.3%	9.9%	5.5%	5.0%	35.2%	100.0%	
II. Activities									
II.1	1 225 100	335 900	101 600	113 800	33 800	109 700	694 800	1 919 900	7 500 300
II.2	1 196 200	208 500	113 600	178 000	166 300	137 700	804 100	2 000 300	411 600
II.3	581 800	91 500	44 500	82 300	24 400	61 000	303 700	885 500	10 837 000
II.4	2 696 800	269 200	60 000	229 200	-	184 200	742 600	3 439 400	-
II.5	2 754 600	742 300	441 500	561 100	80 700	516 100	2 341 700	5 096 300	4 029 000
II.6	1 738 400	390 000	194 400	313 900	81 700	215 200	1 195 200	2 933 600	251 700
II.7	500 800	69 400	43 600	99 000	34 400	68 000	314 400	815 200	-
UNESCO science institutes ICTP and IHE	-	261 700	194 600	232 400	144 600	181 700	1 015 000	1 015 000	154 198 300
<b>Total Activities</b>	<b>10 693 700</b>	<b>2 368 500</b>	<b>1 193 800</b>	<b>1 809 700</b>	<b>565 900</b>	<b>1 473 600</b>	<b>7 411 500</b>	<b>18 105 200</b>	<b>177 227 900</b>
	59.1%	13.1%	6.6%	10.0%	3.1%	8.1%	40.9%	100.0%	
<b>Total, SC</b>	<b>37 019 200</b>	<b>6 673 900</b>	<b>2 932 400</b>	<b>5 823 400</b>	<b>2 788 000</b>	<b>3 507 600</b>	<b>21 725 300</b>	<b>58 744 500</b>	<b>177 227 900</b>
	63.0%	11.4%	5.0%	9.9%	4.7%	6.0%	37.0%	100.0%	
<b>Total, SC (excluding institutes)</b>	<b>37 019 200</b>	<b>6 412 200</b>	<b>2 737 800</b>	<b>5 591 000</b>	<b>2 643 400</b>	<b>3 325 900</b>	<b>20 710 300</b>	<b>57 729 500</b>	<b>23 029 600</b>
	64.1%	11.1%	4.7%	9.7%	4.6%	5.8%	35.9%	100.0%	
<b>SOCIAL AND HUMAN SCIENCES</b>									
I. Staff (established posts)	14 232 000	1 641 700	902 500	2 162 400	117 800	1 500 200	6 324 600	20 556 600	-
	69.2%	8.0%	4.4%	10.5%	0.6%	7.3%	30.8%	100.0%	
II. Activities									
III.1	1 154 100	290 000	150 000	60 000	60 000	148 000	708 000	1 862 100	-
III.2	1 584 000	662 000	378 000	349 000	151 000	492 000	2 032 000	3 616 000	69 687 200
III.3	1 508 000	492 000	290 000	303 000	245 000	358 000	1 688 000	3 196 000	-
<b>Total Activities</b>	<b>4 246 100</b>	<b>1 444 000</b>	<b>818 000</b>	<b>712 000</b>	<b>456 000</b>	<b>998 000</b>	<b>4 428 000</b>	<b>8 674 100</b>	<b>69 687 200</b>
	49.0%	16.6%	9.4%	8.2%	5.3%	11.5%	51.0%	100.0%	
<b>Total, SHS</b>	<b>18 478 100</b>	<b>3 085 700</b>	<b>1 720 500</b>	<b>2 874 400</b>	<b>573 800</b>	<b>2 498 200</b>	<b>10 752 600</b>	<b>29 230 700</b>	<b>69 687 200</b>
	63.2%	10.6%	5.9%	9.8%	2.0%	8.5%	36.8%	100.0%	

<sup>(1)</sup> Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost income and/or other extrabudgetary funds.

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 alternative ZNG scenario	Decentralized Extrabudgetary Resources <sup>(1)</sup>
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>CULTURE</b>									
I. Staff (established posts)	25 521 800 69.9%	3 108 300 8.5%	1 490 600 4.1%	3 119 800 8.5%	991 900 2.7%	2 272 400 6.2%	<b>10 983 000</b> <b>30.1%</b>	36 504 800 100.0%	375 800
II. Activities									
IV.1	2 432 500	526 000	287 000	670 000	115 300	230 000	<b>1 828 300</b>	4 260 800	13 979 700
IV.2	854 100	271 500	120 000	126 800	80 700	199 100	<b>798 100</b>	1 652 200	810 000
IV.3	2 187 200	517 500	288 500	365 000	80 000	281 400	<b>1 532 400</b>	3 719 600	1 915 800
IV.4	1 067 600	441 500	186 300	187 400	60 000	238 200	<b>1 113 400</b>	2 181 000	529 400
IV.5	1 524 100	300 000	200 000	300 000	60 200	256 100	<b>1 116 300</b>	2 640 400	2 144 900
IV.6	507 800	227 000	141 500	100 000	70 500	207 600	<b>746 600</b>	1 254 400	1 408 600
<b>Total Activities</b>	<b>8 573 300</b> 54.6%	<b>2 283 500</b> 14.5%	<b>1 223 300</b> 7.8%	<b>1 749 200</b> 11.1%	<b>466 700</b> 3.0%	<b>1 412 400</b> 9.0%	<b>7 135 100</b> <b>45.4%</b>	15 708 400 100.0%	20 788 400
<b>Total, CLT</b>	<b>34 095 100</b> <b>65.3%</b>	<b>5 391 800</b> <b>10.3%</b>	<b>2 713 900</b> <b>5.2%</b>	<b>4 869 000</b> <b>9.3%</b>	<b>1 458 600</b> <b>2.8%</b>	<b>3 684 800</b> <b>7.1%</b>	<b>18 118 100</b> <b>34.7%</b>	<b>52 213 200</b> <b>100.0%</b>	<b>21 164 200</b>
<b>COMMUNICATION AND INFORMATION</b>									
I. Staff (established posts)	12 720 600 62.0%	3 030 300 14.8%	1 187 600 5.8%	2 092 000 10.2%	– 0.0%	1 502 000 7.3%	<b>7 811 900</b> <b>38.0%</b>	20 532 500 100.0%	448 000
II. Activities									
V.1	1 575 000	762 000	300 000	566 000	21 000	451 000	<b>2 100 000</b>	3 675 000	8 561 200
V.2	1 525 000	733 000	289 000	545 000	20 000	433 000	<b>2 020 000</b>	3 545 000	9 953 800
V.3	2 055 400	791 000	312 000	588 000	22 000	469 000	<b>2 182 000</b>	4 237 400	49 694 800
<b>Total Activities</b>	<b>5 155 400</b> 45.0%	<b>2 286 000</b> 20.0%	<b>901 000</b> 7.9%	<b>1 699 000</b> 14.8%	<b>63 000</b> 0.5%	<b>1 353 000</b> 11.8%	<b>6 302 000</b> <b>55.0%</b>	11 457 400 100.0%	68 209 800
<b>Total, CI</b>	<b>17 876 000</b> 55.9%	<b>5 316 300</b> 16.6%	<b>2 088 600</b> 6.5%	<b>3 791 000</b> 11.9%	<b>63 000</b> 0.2%	<b>2 855 000</b> 8.9%	<b>14 113 900</b> <b>44.1%</b>	<b>31 989 900</b> <b>100.0%</b>	<b>68 657 800</b>
<b>Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IITE)</b>	<b>40 204 500</b> 43.8%	<b>19 382 000</b> 21.1%	<b>6 836 100</b> 7.4%	<b>12 769 900</b> 13.9%	<b>1 851 600</b> 2.0%	<b>10 737 000</b> 11.7%	<b>51 576 600</b> <b>56.2%</b>	<b>91 781 100</b> <b>100.0%</b>	<b>391 728 100</b>
<b>Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IITE)</b>	<b>40 204 500</b> 38.3%						<b>64 876 600</b> <b>61.7%</b>	<b>105 081 100</b> <b>100.0%</b>	<b>391 728 100</b>

<sup>(1)</sup> Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 alternative ZNG scenario	Decentralized Extrabudgetary Resources <sup>(1)</sup>
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>UNESCO Institute for Statistics</b>									
II. Activities <sup>(5)</sup>	-	-	-	-	-	-	9 128 600	9 128 600	-
<b>Field office implementation of decentralized programmes (BFC)</b>									
A. Field Management of decentralized programmes – Staff (established posts)	-	14 241 300	9 338 600	14 460 000	4 160 100	13 983 100	56 183 100	56 183 100	-
B. Field office operating costs	1 371 000	6 229 100	2 408 300	4 953 600	3 419 400	1 774 600	18 785 000	20 156 000	1 547 600
C. Field coordination at Headquarters									
I. Staff (established posts)	3 215 800	-	-	-	-	-	-	3 215 800	-
II. Activities	309 200	-	-	-	-	-	-	309 200	-
<b>Total, BFC</b>	<b>4 896 000</b>	<b>20 470 400</b>	<b>11 746 900</b>	<b>19 413 600</b>	<b>7 579 500</b>	<b>15 757 700</b>	<b>74 968 100</b>	<b>79 864 100</b>	<b>1 547 600</b>
	6.1%	25.6%	14.7%	24.3%	9.5%	19.7%	93.9%	100.0%	
<b>Supplementary funding for the Field Network Reform (FNR)</b>									
I. Staff (established posts)	-	6 535 000	-	-	-	-	6 535 000	6 535 000	-
II. Activities	-	2 465 000	-	-	-	-	2 465 000	2 465 000	-
<b>Total, Field Network Reform<sup>(6)</sup></b>	<b>-</b>	<b>9 000 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9 000 000</b>	<b>9 000 000</b>	<b>-</b>
	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
<b>Subtotal, Part II. A (excl. IBE, IIEP, UIL, IITE, UIS)</b>	<b>153 530 500</b>	<b>71 395 400</b>	<b>30 590 600</b>	<b>52 919 900</b>	<b>14 355 200</b>	<b>39 572 100</b>	<b>208 833 200</b>	<b>362 363 700</b>	<b>394 836 500</b>
	42.4%	19.7%	8.4%	14.6%	4.0%	10.9%	57.6%	100.0%	
<b>Subtotal, Part II. A (incl. financial allocation for all institutes)</b>	<b>153 530 500</b>						<b>231 261 800</b>	<b>384 792 300</b>	<b>394 836 500</b>
	39.9%						60.1%	100.0%	

<sup>(1)</sup> Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

<sup>(5)</sup> The distribution of the UIS activities budget by region is not available.

<sup>(6)</sup> The breakdown by region of the Supplemental funding for Phase 1 of the Field Network Reform will be determined during the course of the biennium.

Major Programme / Main line of action / Unit	Regular Budget							36 C/5 alternative ZNG scenario	Decentralized Extrabudgetary Resources <sup>(1)</sup>
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Part II.B.1</b>									
<b>Coordination and monitoring of action to benefit Africa</b>									
I. Staff (established posts)	3 921 700	422 800	–	–	–	–	422 800	4 344 500	–
II. Activities	1 137 100	300 000	–	–	–	–	300 000	1 437 100	–
<b>Subtotal, Part II.B.1</b>	<b>5 058 800</b>	<b>722 800</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>722 800</b>	<b>5 781 600</b>	<b>–</b>
	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	12.5%	100.0%	
<b>Part II.B.5</b>									
<b>External relations and public information</b>									
I. Staff (established posts)	23 010 300	–	–	–	1 504 800	–	1 504 800	24 515 100	–
II. Activities (operating costs)	3 124 700	–	–	20 000	40 000	–	60 000	3 184 700	–
<b>Subtotal, Part II.B.5</b>	<b>26 135 000</b>	<b>–</b>	<b>–</b>	<b>20 000</b>	<b>1 544 800</b>	<b>–</b>	<b>1 564 800</b>	<b>27 699 800</b>	<b>–</b>
	94.4%	0.0%	0.0%	0.1%	5.6%	0.0%	5.6%	100.0%	
<b>Total, Staff</b>	<b>138 577 800</b>	<b>43 742 100</b>	<b>21 346 200</b>	<b>35 196 400</b>	<b>10 589 000</b>	<b>27 060 500</b>	<b>137 934 200</b>	<b>276 512 000</b>	<b>1 560 800</b>
	50.1%	15.8%	7.7%	12.7%	3.8%	9.8%	49.9%	100.0%	
<b>Total, Activities (excl. IBE, IIEP, UIL, IITE, UIS)</b>	<b>46 146 500</b>	<b>28 376 100</b>	<b>9 244 400</b>	<b>17 743 500</b>	<b>5 311 000</b>	<b>12 511 600</b>	<b>73 186 600</b>	<b>119 333 100</b>	<b>393 275 700</b>
	38.7%	23.8%	7.7%	14.9%	4.5%	10.5%	61.3%	100.0%	
<b>Total, Activities (incl. all institutes)</b>	<b>46 146 500</b>						<b>95 615 200</b>	<b>141 761 700</b>	<b>393 275 700</b>
	32.6%						67.4%	100.0%	
<b>TOTAL</b>	<b>184 724 300</b>						<b>233 549 400</b>	<b>418 273 700</b>	<b>394 836 500</b>
	44.2%						55.8%	100.0%	

	Regular Budget	Extrabudgetary
	\$	\$
<b>36 C/5 alternative ZNG scenario</b>	<b>653 000 000</b>	<b>540 844 100</b>
<b>Decentralized funds</b>	<b>233 549 400</b>	<b>394 836 500</b>
<b>Decentralization rate</b>	<b>35.8%</b>	<b>73.0%</b>

(1) Projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including posts financed from Programme Support Cost Income and/or other extrabudgetary funds.



**Table 2 – Regular budget established posts in the field by region and by category**

Region / Number of posts in the Field																				Field Total	
Major Programme / Sector / Unit	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean				
	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local		Total
MP I – ED <sup>(1)</sup>	–	41	–	41	1	19	4	24	–	34	–	34	–	5	–	5	–	23	–	23	127
MP II – SC <sup>(1)</sup>	–	16	–	16	–	7	–	7	–	16	–	16	–	7	–	7	–	7	–	7	53
MP III – SHS	–	7	–	7	–	3	–	3	–	7	–	7	–	1	–	1	–	5	–	5	23
MP IV – CLT	–	13	–	13	–	5	–	5	–	14	–	14	–	3	1	4	–	9	–	9	45
MP V – CI	–	13	–	13	–	5	–	5	–	8	–	8	–	–	–	–	–	6	–	6	32
Field Management of decentralized programmes	10	21	83	114	5	13	44	62	9	16	91	116	4	3	10	17	10	13	69	92	401
<b>Total, Part II.A<sup>(2)</sup></b>	10	111	83	204	6	52	48	106	9	95	91	195	4	19	11	34	10	63	69	142	681
<b>Part II.B</b>																					
AFR	–	2	–	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
ERI	–	–	–	–	–	–	–	–	–	–	–	–	–	4	–	4	–	–	–	–	4
<b>Total, Decentralization</b>	<b>10</b>	<b>113</b>	<b>83</b>	<b>206</b>	<b>6</b>	<b>52</b>	<b>48</b>	<b>106</b>	<b>9</b>	<b>95</b>	<b>91</b>	<b>195</b>	<b>4</b>	<b>23</b>	<b>11</b>	<b>38</b>	<b>10</b>	<b>63</b>	<b>69</b>	<b>142</b>	<b>687</b>
<b>%<sup>(3)</sup></b>				<b>30%</b>				<b>15%</b>				<b>28%</b>				<b>6%</b>				<b>21%</b>	<b>100%</b>

<b>Total posts</b>	<b>1 894</b>
<b>Posts decentralized</b>	<b>687</b>
<b>% of posts decentralized</b>	<b>36%</b>

<sup>(1)</sup> Excluding UNESCO institutes.

<sup>(2)</sup> Excluding UIS.

<sup>(3)</sup> This % shows the weight of each region in UNESCO's field network in terms of the number of posts in the field.

## Annex V – 36 C/5 Evaluation Plan

The 36 C/5 indicative evaluation plan is based on the 34 C/4 long-term evaluation plan and is consistent with the UNESCO evaluation strategy (176 EX/27). It covers all components of the evaluation universe, i.e. strategic and thematic evaluations and decentralized bodies.

The evaluations undertaken over the course of the biennium will be conducted within the framework of the five strategic directions put forward by the Independent External Evaluation of UNESCO: (1) Increasing UNESCO's focus; (2) Positioning UNESCO closer to the field; (3) Strengthening participation in the United Nations; (4) Strengthening governance; (5) Developing a partnership strategy.

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
<i>Strategic</i>	Mid-Term Review of Sectors' and Central Services' Reform Efforts	<i>December 2012</i> <i>December 2013</i>
<i>Thematic</i>	Review of cross-sectoral institutional priorities, including priority Africa, gender, intersectoral platforms and post-conflict and post-disaster	<i>December 2012</i> <i>December 2013</i>
<i>Decentralized Bodies</i>	Sample of Category 1 institutes/centres and field offices to be evaluated in light of the implementation of the new decentralization framework	<i>December 2012</i> <i>December 2013</i>

## Annex VI – Regular budget summary by main object of expenditure

Regular Budget														
Principal budget 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	Total estimates 2012-2013
	Headquarters	Field												
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>														
<b>A. Governing bodies</b>	2 490 100	–	6 627 500	1 964 000	6 000	902 600	976 300	232 100	37 000	–	–	–	–	13 235 600
<b>B. Direction</b>														
1. Directorate	2 600 200	–	35 000	–	100 000	55 000	149 000	40 000	52 000	–	–	–	–	3 031 200
2. Executive Office of the Director-General	6 361 300	–	53 500	–	80 000	60 000	154 800	43 000	45 200	–	–	–	–	6 797 800
3. Internal Oversight	5 185 100	–	–	30 000	311 000	311 500	39 600	16 700	13 000	–	–	–	–	5 906 900
4. International Standards and Legal Affairs	3 813 800	–	25 000	–	24 000	4 900	30 000	14 000	5 000	–	–	–	–	3 916 700
5. Ethics Office	733 500	–	28 600	–	18 000	38 400	10 700	3 000	5 400	–	–	–	–	837 600
<b>Total, Part I.B</b>	<b>18 693 900</b>	<b>–</b>	<b>142 100</b>	<b>30 000</b>	<b>533 000</b>	<b>469 800</b>	<b>384 100</b>	<b>116 700</b>	<b>120 600</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>20 490 200</b>
<b>C. Participation in the Joint Machinery of the United Nations System</b>	–	–	–	–	40 000	3 100 000	–	–	1 900 000	1 500 000	5 497 500	–	–	12 037 500
<b>TOTAL, PART I</b>	<b>21 184 000</b>	<b>–</b>	<b>6 769 600</b>	<b>1 994 000</b>	<b>579 000</b>	<b>4 472 400</b>	<b>1 360 400</b>	<b>348 800</b>	<b>2 057 600</b>	<b>1 500 000</b>	<b>5 497 500</b>	<b>–</b>	<b>–</b>	<b>45 763 300</b>
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>														
<b>A. Programmes</b>														
I Education	29 630 100	33 855 200	5 598 400	3 614 600	4 698 400	14 915 700	2 351 700	452 400	904 900	–	18 500 000	–	99 900	114 621 300
II Natural sciences	26 325 500	14 313 800	2 764 000	2 687 500	1 866 600	6 822 000	1 735 100	234 600	233 600	–	1 485 400	174 000	102 400	58 744 500
III Social and human sciences	14 232 000	6 324 600	1 784 900	1 536 300	1 167 800	2 185 900	1 008 300	194 300	181 300	–	90 300	525 000	–	29 230 700
IV Culture	25 521 800	10 983 000	3 300 000	1 700 000	1 850 000	5 830 000	1 300 000	380 000	560 000	–	231 000	186 000	371 400	52 213 200
V Communication and information	12 720 600	7 811 900	2 085 000	1 027 000	1 145 000	4 132 500	1 031 000	113 900	229 000	1 500	1 464 500	113 500	114 500	31 989 900
UNESCO Institute for Statistics	–	–	–	–	–	–	–	–	–	–	9 128 600	–	–	9 128 600
Intersectoral Platforms	–	–	–	–	–	–	–	–	–	–	–	–	7 123 700	7 123 700
Field office implementation of decentralized programmes	3 215 800	56 183 100	5 104 100	–	1 940 800	335 300	10 817 500	944 600	756 600	36 400	–	–	529 900	79 864 100
Supplementary funding for the Field Network Reform	–	6 535 000	–	–	428 000	–	401 000	–	–	–	–	–	1 636 000	9 000 000
<b>Total, Part II.A</b>	<b>111 645 800</b>	<b>136 006 600</b>	<b>20 636 400</b>	<b>10 565 400</b>	<b>13 096 600</b>	<b>34 221 400</b>	<b>18 644 600</b>	<b>2 319 800</b>	<b>2 865 400</b>	<b>37 900</b>	<b>30 899 800</b>	<b>998 500</b>	<b>9 977 800</b>	<b>391 916 000</b>
<b>B. Programme-related services</b>														
1. Coordination and monitoring of action to benefit Africa	3 921 700	422 800	200 000	250 000	380 000	135 000	258 500	45 000	45 000	–	–	–	123 600	5 781 600
2. Coordination and monitoring of action to benefit Gender Equality	1 740 500	–	80 000	25 000	141 700	73 900	55 000	25 000	29 000	–	–	–	5 000	2 175 100
3. Strategic planning, programme monitoring and budget preparation	7 710 500	–	190 000	49 900	410 000	429 000	154 400	71 000	63 000	–	–	–	63 000	9 140 800
4. Organization-wide knowledge management	3 076 200	–	690 300	–	20 000	350 000	714 000	20 000	199 400	–	–	–	–	5 069 900
5. External relations and public information	23 010 300	1 504 800	548 300	337 000	524 600	1 141 600	414 900	55 800	108 500	–	–	–	54 000	27 699 800
<b>Total, Part II.B</b>	<b>39 459 200</b>	<b>1 927 600</b>	<b>1 708 600</b>	<b>661 900</b>	<b>1 476 300</b>	<b>2 129 500</b>	<b>1 596 800</b>	<b>216 800</b>	<b>444 900</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>245 600</b>	<b>49 867 200</b>

Regular Budget														Total estimates 2012-2013
Principal budget 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												
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>C. Participation Programme and Fellowships</b>														
1. Participation Programme	1 112 500	-	16 000	-	12 000	8 000	9 200	2 500	5 400	-	17 917 800	-	-	19 083 400
2. Fellowships Programme	593 800	-	8 000	-	8 000	9 000	33 800	4 500	9 700	-	977 000	-	-	1 643 800
<b>Total, Part II.C</b>	<b>1 706 300</b>	<b>-</b>	<b>24 000</b>	<b>-</b>	<b>20 000</b>	<b>17 000</b>	<b>43 000</b>	<b>7 000</b>	<b>15 100</b>	<b>-</b>	<b>18 894 800</b>	<b>-</b>	<b>-</b>	<b>20 727 200</b>
<b>TOTAL, PART II</b>	<b>152 811 300</b>	<b>137 934 200</b>	<b>22 369 000</b>	<b>11 227 300</b>	<b>14 592 900</b>	<b>36 367 900</b>	<b>20 284 400</b>	<b>2 543 600</b>	<b>3 325 400</b>	<b>37 900</b>	<b>49 794 600</b>	<b>998 500</b>	<b>10 223 400</b>	<b>462 510 400</b>
<b>PART III - CORPORATE SERVICES</b>														
<b>A. Human resources management</b>	16 561 600	-	211 600	109 400	184 700	2 665 100	88 000	24 000	62 000	-	10 443 000	-	4 286 100	34 635 500
<b>B. Financial management</b>	12 330 100	-	15 000	-	50 000	101 500	160 000	-	-	-	-	-	812 000	13 468 600
<b>C. Support services management</b>	54 000 300	-	1 329 000	98 200	122 400	1 231 400	13 075 400	562 400	1 887 600	-	-	-	25 000	72 331 700
<b>TOTAL, PART III</b>	<b>82 892 000</b>	<b>-</b>	<b>1 555 600</b>	<b>207 600</b>	<b>357 100</b>	<b>3 998 000</b>	<b>13 323 400</b>	<b>586 400</b>	<b>1 949 600</b>	<b>-</b>	<b>10 443 000</b>	<b>-</b>	<b>5 123 100</b>	<b>120 435 800</b>
<b>TOTAL, PARTS I-III</b>	<b>256 887 300</b>	<b>137 934 200</b>	<b>30 694 200</b>	<b>13 428 900</b>	<b>15 529 000</b>	<b>44 838 300</b>	<b>34 968 200</b>	<b>3 478 800</b>	<b>7 332 600</b>	<b>1 537 900</b>	<b>65 735 100</b>	<b>998 500</b>	<b>15 346 500</b>	<b>628 709 500</b>
<b>Reserve for reclassifications / merit recognition</b>	<b>845 800</b>	<b>454 200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1 300 000</b>
<b>PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES &amp; THE IBE BUILDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14 014 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14 014 000</b>
<b>PART V - ANTICIPATED COST INCREASES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8 976 500</b>	<b>8 976 500</b>
<b>TOTAL, PARTS I-V</b>	<b>257 733 100</b>	<b>138 388 400</b>	<b>30 694 200</b>	<b>13 428 900</b>	<b>15 529 000</b>	<b>44 838 300</b>	<b>34 968 200</b>	<b>3 478 800</b>	<b>7 332 600</b>	<b>15 551 900</b>	<b>65 735 100</b>	<b>998 500</b>	<b>24 323 000</b>	<b>653 000 000</b>

## Annex VII – Summary of extrabudgetary operational projects by beneficiary region

The figures shown in this table represent projects to be implemented in 2012-2013 for which funds have already been received or firmly committed, including the costs of posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and Global	Total
	\$	\$	\$	\$	\$	\$	\$
<b>PART I – GENERAL POLICY AND DIRECTION</b>							
<b>A. Governing bodies</b>							
	-	-	-	-	-	-	-
<b>B. Direction</b>							
1. Directorate	-	-	-	-	-	700 000	700 000
2. Executive Office of the Director-General	-	-	-	-	-	1 035 800	1 035 800
3. Internal Oversight	-	-	-	-	-	736 000	736 000
4. International Standards and Legal Affairs	-	-	-	-	-	-	-
5. Ethics Office	-	-	-	-	-	-	-
<b>Total, I.B</b>	-	-	-	-	-	2 471 800	2 471 800
<b>C. Participation in the Joint Machinery of the United Nations System</b>							
	-	-	-	-	-	-	-
<b>TOTAL, PART I</b>	-	-	-	-	-	2 471 800	2 471 800
<b>PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES</b>							
<b>A. Programmes</b>							
<b>I EDUCATION</b>							
Staff (established posts)	367 000	370 000	-	-	-	185 500	922 500
<i>Activities</i>							
I.1 Accelerating progress towards EFA, in particular at the country level	5 672 700	9 636 100	22 939 800	278 600	498 100	2 306 700	41 332 000
I.2 Building quality and inclusive education systems	3 000 000	13 238 600	236 500	-	20 725 600	613 500	37 814 200
I.3 Supporting education system responses to contemporary challenges for sustainable development and a culture of peace and non-violence	162 500	849 000	233 500	-	29 506 400	326 100	31 077 500
I.4 Reinforcing leadership for EFA through advocacy, partnerships and monitoring	-	222 900	-	-	8 500	6 170 900	6 402 300
<b>Total, I</b>	<b>9 202 200</b>	<b>24 316 600</b>	<b>23 409 800</b>	<b>278 600</b>	<b>50 738 600</b>	<b>9 602 700</b>	<b>117 548 500</b>
<b>UNESCO education institutes</b>							
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>							
UNESCO International Bureau of Education (IBE)	-	-	-	-	-	-	-
UNESCO International Institute for Educational Planning (IIEP)	-	-	-	-	-	-	-
UNESCO Institute for Lifelong Learning (UIL)	-	-	-	-	-	-	-
UNESCO Institute for Information Technologies in Education (IITE)	-	-	-	-	-	-	-
UNESCO International Institute for Capacity-Building in Africa (IICBA)	-	-	-	-	-	-	-
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	-	-	-	-	-	-	-
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	-	-	-	-	-	-	-
<b>Total, UNESCO education institutes</b>	-	-	-	-	-	-	-
<b>TOTAL, MAJOR PROGRAMME I</b>	<b>9 202 200</b>	<b>24 316 600</b>	<b>23 409 800</b>	<b>278 600</b>	<b>50 738 600</b>	<b>9 602 700</b>	<b>117 548 500</b>
<b>II NATURAL SCIENCES</b>							
Staff (established posts)	-	-	-	-	-	922 400	922 400
<i>Activities</i>							
II.1 Promoting STI policies and access to knowledge	91 900	515 000	140 000	200 000	7 145 300	100 000	8 192 200
II.2 Building capacities in the basic sciences, including through the International Basic Sciences Programme (IBSP), in engineering and for the use of renewable energy	111 600	1 225 000	100 000	200 000	-	482 100	2 118 700
II.3 Mobilizing broad-based participation in STI	-	-	37 000	-	-	10 953 900	10 990 900
II.4 UNESCO Intergovernmental Oceanographic Commission (IOC): Strengthening IOC with a view to improving governance and fostering intergovernmental cooperation to manage and protect oceans and coastal zones for the benefit of its Member States	1 106 100	500 000	-	215 100	982 300	11 182 200	13 985 700

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and Global	Total
	\$	\$	\$	\$	\$	\$	\$
II.5 Freshwater systems under stress and societal responses, incorporating the work of the International Hydrological Programme (IHP) and the World Water Assessment Programme (WWAP)	-	875 600	-	150 000	3 726 700	3 291 600	8 043 900
II.6 Enabling the application of ecological and earth sciences for sustainability, including through the Man and the Biosphere (MAB) Programme and the International Geoscience Programme (IGCP)	3 015 400	-	51 700	223 600	-	1 687 500	4 978 200
II.7 Natural disaster risk reduction and mitigation	-	499 200	-	-	-	225 400	724 600
<b>Total, II</b>	<b>4 325 000</b>	<b>3 614 800</b>	<b>328 700</b>	<b>988 700</b>	<b>11 854 300</b>	<b>28 845 100</b>	<b>49 956 600</b>
<b>UNESCO science institutes</b>							
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>							
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	-	-	85 000 000	85 000 000
The International Centre for Theoretical Physics (ICTP)	-	-	-	-	-	69 198 300	69 198 300
<b>Total, UNESCO science institutes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>154 198 300</b>	<b>154 198 300</b>
<b>TOTAL, MAJOR PROGRAMME II</b>	<b>4 325 000</b>	<b>3 614 800</b>	<b>328 700</b>	<b>988 700</b>	<b>11 854 300</b>	<b>183 043 400</b>	<b>204 154 900</b>
<b>III SOCIAL AND HUMAN SCIENCES</b>							
Staff (established posts)	-	-	-	-	-	569 600	569 600
Activities							
III.1 Supporting Member States in the development of policies and advocacy in the ethics of science and technology, especially bioethics	-	-	-	-	-	65 000	65 000
III.2 Promoting a culture of peace and non-violence through action pertaining to human rights, democracy, reconciliation, dialogue and philosophy and including all political and social partners, in particular youth	200 000	557 500	-	-	68 929 700	870 100	70 557 300
III.3 Supporting Member States in responding to social transformations by building and strengthening national research systems and promoting social science knowledge networks and research capacities	-	-	-	-	-	715 000	715 000
<b>TOTAL, MAJOR PROGRAMME III</b>	<b>200 000</b>	<b>557 500</b>	<b>-</b>	<b>-</b>	<b>68 929 700</b>	<b>2 219 700</b>	<b>71 906 900</b>
<b>IV CULTURE</b>							
Staff (established posts)	-	365 800	-	-	10 000	2 586 000	2 961 800
Activities							
IV.1 Protecting and conserving cultural and natural heritage through the effective implementation of the 1972 Convention	765 700	10 350 000	4 462 500	-	1 000 000	10 790 200	27 368 400
IV.2 Enhancing the protection of cultural property and fighting against traffic in cultural property through the effective implementation of the 1954, 1970 and 2001 Conventions	-	-	810 000	-	100 000	-	910 000
IV.3 Safeguarding the intangible cultural heritage through the effective implementation of the 2003 Convention	400 000	-	450 000	-	1 915 800	668 000	3 433 800
IV.4 Sustaining and promoting the diversity of cultural expressions through the effective implementation of the 2005 Convention	-	121 200	-	-	408 200	840 000	1 369 400
IV.5 Promoting the role of culture in development at the global, regional and national levels	1 437 600	1 396 100	402 200	443 100	-	480 000	4 159 000
IV.6 Promoting intercultural dialogue, social cohesion and a culture of peace and non-violence	200 000	-	-	-	1 208 600	970 000	2 378 600
<b>TOTAL, MAJOR PROGRAMME IV</b>	<b>2 803 300</b>	<b>12 233 100</b>	<b>6 124 700</b>	<b>443 100</b>	<b>4 642 600</b>	<b>16 334 200</b>	<b>42 581 000</b>
<b>V COMMUNICATION AND INFORMATION</b>							
Staff (established posts)	-	448 000	-	-	-	736 000	1 184 000
Activities							
V.1 Promoting an enabling environment for freedom of expression in order to foster development, democracy, and dialogue for a culture of peace and non-violence	939 800	6 356 300	497 100	333 600	1 758 500	39 800	9 925 100
V.2 Strengthening free, independent and pluralistic media, civic participation and gender-responsive communication for sustainable development	3 139 000	4 032 300	1 735 600	106 200	880 400	882 700	10 776 200
V.3 Supporting Member States in empowering citizens through universal access to knowledge and the preservation of information, including documentary heritage	4 394 400	47 919 600	-	-	226 100	562 800	53 102 900
<b>TOTAL, MAJOR PROGRAMME V</b>	<b>8 473 200</b>	<b>58 756 200</b>	<b>2 232 700</b>	<b>439 800</b>	<b>2 865 000</b>	<b>2 221 300</b>	<b>74 988 200</b>



PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and Global	Total
	\$	\$	\$	\$	\$	\$	\$
<b>UNESCO Institute for Statistics</b> <i>(Regular budget financial allocation may include the costs of staff and activities)</i>	-	-	-	-	-	-	-
<b>Intersectoral Platforms</b>	-	-	-	-	-	-	-
<b>Field office implementation of decentralized programmes</b>	118 800	225 000	249 800	954 000	-	228 600	1 776 200
<b>Supplementary funding for the Field Network Reform</b>	-	-	-	-	-	-	-
<b>Total, II.A</b>	25 122 500	99 703 200	32 345 700	3 104 200	139 030 200	213 649 900	512 955 700
<b>B. Programme-related services</b>							
1. Coordination and monitoring of action to benefit Africa	-	-	-	-	-	-	-
2. Coordination and monitoring of action to benefit Gender Equality	-	-	-	-	-	-	-
3. Strategic planning, programme monitoring and budget preparation	-	-	-	-	-	6 235 700	6 235 700
4. Organization-wide knowledge management	-	-	-	-	-	2 040 800	2 040 800
5. External Relations and Public Information	-	-	-	-	-	1 483 900	1 483 900
<b>Total, II.B</b>	-	-	-	-	-	9 760 400	9 760 400
<b>C. Participation Programme and Fellowships</b>							
1. Participation Programme	-	-	-	-	-	-	-
2. Fellowships Programme	-	414 000	-	-	-	1 152 500	1 566 500
<b>Total, II.C</b>	-	414 000	-	-	-	1 152 500	1 566 500
<b>TOTAL, PART II</b>	25 122 500	100 117 200	32 345 700	3 104 200	139 030 200	224 562 800	524 282 600
<b>PART III – CORPORATE SERVICES</b>							
<b>A. Human resources management</b>	-	-	-	-	-	443 000	443 000
<b>B. Financial Management</b>	-	-	-	-	-	2 923 400	2 923 400
<b>C. Support services management</b>							
1. Coordination, support, monitoring and evaluation	-	-	-	-	-	188 000	188 000
2. Information systems and telecommunications management	-	-	-	-	-	815 200	815 200
3. Conferences, languages and documents management	-	-	-	-	-	4 450 100	4 450 100
4. Common services: procurement, HQ security, and facilities management	-	-	-	-	-	5 270 000	5 270 000
5. Maintenance, conservation and renovation of Headquarters premises	-	-	-	-	-	-	-
<b>Total, III.C</b>	-	-	-	-	-	10 723 300	10 723 300
<b>TOTAL, PART III</b>	-	-	-	-	-	14 089 700	14 089 700
<b>GRAND TOTAL</b>	25 122 500	100 117 200	32 345 700	3 104 200	139 030 200	241 124 300	540 844 100

## Annex VIII – Summary of self-financing funds (extrabudgetary)

This summary contains the essential administrative and budget data concerning extrabudgetary resources - self-financing funds, which appear under the Parts and Chapters of the Programme and Budget for 2012-2013 to which they relate.

### (a) Special Accounts for Programme Support Cost levied on Extrabudgetary Projects

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. <b>Funds-in-Trust Overhead Costs Account (FITOCA)</b> is funded by the Programme Support Cost income from extrabudgetary projects in order to defray part of UNESCO's costs in connection with the administrative and technical backstopping of projects.	39 390 000	A. <b>Funds-in-Trust Overhead Costs Account (FITOCA)</b>  Established posts (81) Other costs	22 260 400 17 129 600
		Total, A.	39 390 000
<b>Grand total</b>	<b>39 390 000</b>	<b>Grand total</b>	<b>39 390 000</b>



**(c) Public Information, Liaison and Relations Fund**

INCOME			EXPENDITURE		
		Total			Total
	\$	\$		\$	\$
A. UNESCO Coupons Programme			A. UNESCO Coupons Programme		
(1) Commissions	50 000		I. Personnel costs:		
(2) Interest	150 000		(1) Established posts (1)	167 000	
Total, A.		200 000	(2) Temporary assistance	0	
			Sub-total, I		167 000
			II. Administrative costs:		
			(1) Printing (brochures, coupons, circulars, etc)	5 000	
			(2) Equipment and supplies	5 000	
			(3) Contracts to distributors	0	
			(4) Travel and missions	10 000	
			(5) Miscellaneous	0	
			(6) Hospitality	0	
			Sub-total, II		20 000
			III Transfer to reserves		13 000
			Total, A.		200 000
B. Philatelic and Numismatic Programme			B. Philatelic and Numismatic Programme		
Revenue from sales		330 000	I. Personnel costs:		
			Established posts (1)	167 000	
			Sub-total, I		167 000
			II. Administrative costs:		
			Cost of goods sold		163 000
			Total, B		330 000
<b>Grand total</b>		<b>530 000</b>	<b>Grand total</b>		<b>530 000</b>

## (d) Publications, Auditory and Visual Material Fund

INCOME				EXPENDITURE			
	Publications	VIM	Total		Publications	VIM	Total
	\$	\$	\$		\$	\$	\$
A. Sales	1 200 000	235 000	1 435 000	I. Personnel costs:			
				Established post (0.5)	–	83 500	83 500
				Established post (1)	275 000	–	275 000
				Temporary assistance and overtime	110 000	6 500	116 500
B. Royalties	400 000	–	400 000	II. Production costs	567 000	85 500	652 500
				III. Royalties	87 000	–	87 000
				IV. Commissions	87 000	–	87 000
				V. Freight/postage	197 000	3 000	200 000
				VI. Equipment and supplies	60 000	56 500	116 500
				VII. Promotion and distribution	217 000	–	217 000
<b>Grand total</b>	<b>1 600 000</b>	<b>235 000</b>	<b>1 835 000</b>	<b>Grand total</b>	<b>1 600 000</b>	<b>235 000</b>	<b>1 835 000</b>

**(e) Special Account for Interpretation Services**

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Invoices to:		I. Personal costs:	
UNESCO Sectors (regular programme and extrabudgetary funds)	3 251 200	Established posts (4)	996 000
Non-UNESCO users (Delegations, NGOs, etc...)	812 800	Temporary assistance	3 068 000
Grand total	<b>4 064 000</b>	Grand total	<b>4 064 000</b>



## (f) UNESCO Staff Savings and Loan Services

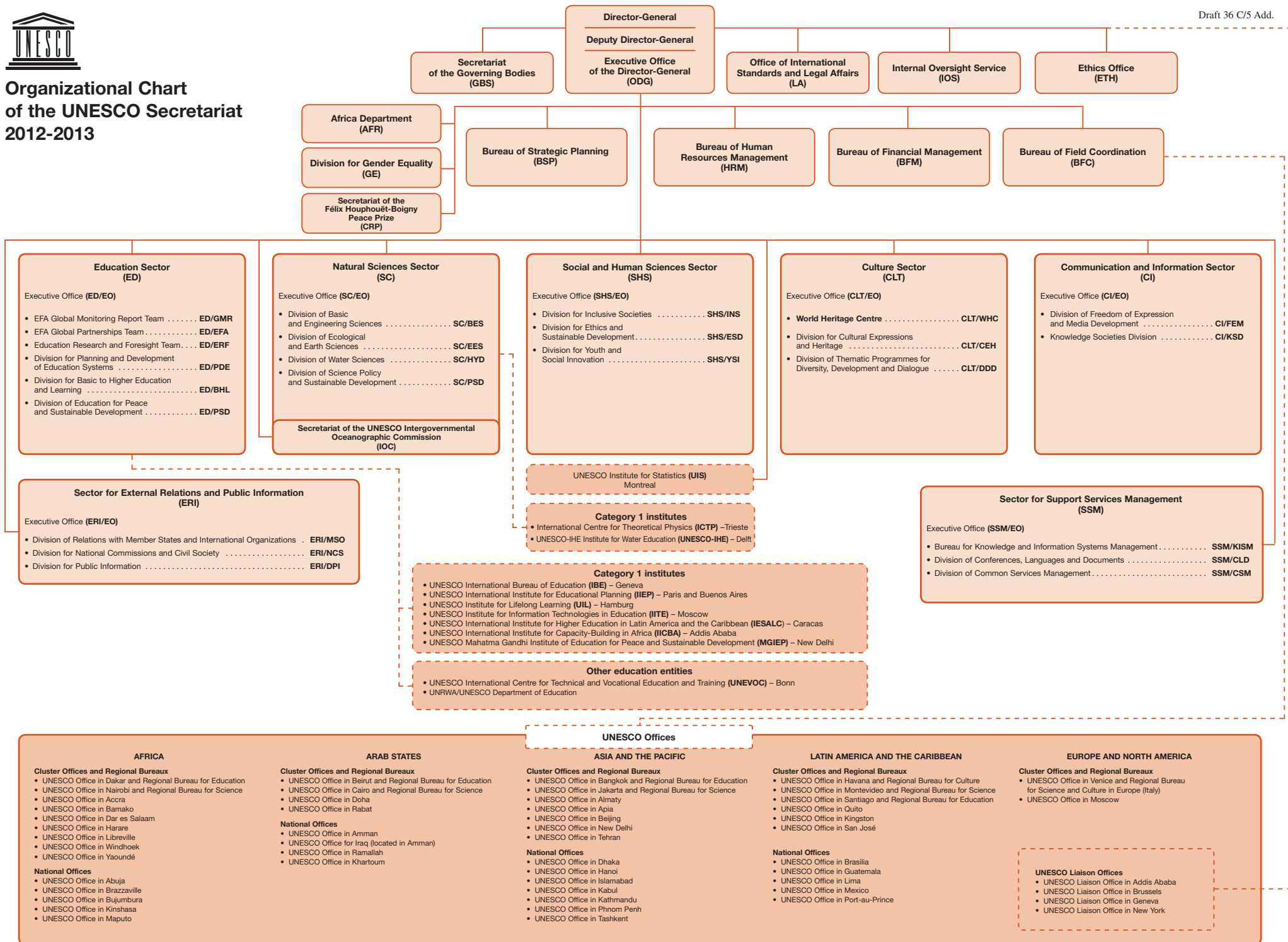
INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Interest on loans to members	4 200 000	I. Personnel costs:	
		Established posts (10 )	2 267 000
B. Bank and investment interest	14 900 000	II. Administrative expenses	540 000
		III. Loan insurance	335 000
		IV. Computer expenses	90 000
		V. Other costs	760 000
		Total, I-V	3 992 000
		VI. Contribution to the costs of the External Auditor fees	23 800
		VII. Contribution to subscriptions to banking services	50 000
		Total, VI-VII	4 065 800
		Interest paid to members	15 034 200
<b>Grand total</b>	<b>19 100 000</b>	<b>Grand total</b>	<b>19 100 000</b>

**(g) Special Account for Documents**

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income from document production	4 682 500	A. Expenditure for document production	
		I. Established posts (4.5)	806 000
		II. Overtime and temporary assistance	750 000
		III. External production contracts	1 159 000
		IV. Rental and maintenance of equipment	875 000
		V. Production supplies	475 000
		VI. Acquisition of equipment	537 500
		VII. Staff Training	80 000
		Total, I-VII	4 682 500
B. Income from translation	4 538 600	B. Expenditure for translation	
		I. Established posts (2.5)	484 000
		II. Temporary assistance	580 000
		III. External translation contracts	3 474 600
		Total I-III	4 538 600
C. Other Income	15 000	C. Other expenditure	15 000
<b>Grand total</b>	<b>9 236 100</b>	<b>Grand total</b>	<b>9 236 100</b>



# Organizational Chart of the UNESCO Secretariat 2012-2013



### UNESCO Offices

AFRICA	ARAB STATES	ASIA AND THE PACIFIC	LATIN AMERICA AND THE CARIBBEAN	EUROPE AND NORTH AMERICA
<b>Cluster Offices and Regional Bureaux</b> <ul style="list-style-type: none"> <li>UNESCO Office in Dakar and Regional Bureau for Education</li> <li>UNESCO Office in Nairobi and Regional Bureau for Science</li> <li>UNESCO Office in Accra</li> <li>UNESCO Office in Bamako</li> <li>UNESCO Office in Dar es Salaam</li> <li>UNESCO Office in Harare</li> <li>UNESCO Office in Libreville</li> <li>UNESCO Office in Windhoek</li> <li>UNESCO Office in Yaoundé</li> </ul> <b>National Offices</b> <ul style="list-style-type: none"> <li>UNESCO Office in Abuja</li> <li>UNESCO Office in Brazzaville</li> <li>UNESCO Office in Bujumbura</li> <li>UNESCO Office in Kinshasa</li> <li>UNESCO Office in Maputo</li> </ul>	<b>Cluster Offices and Regional Bureaux</b> <ul style="list-style-type: none"> <li>UNESCO Office in Beirut and Regional Bureau for Education</li> <li>UNESCO Office in Cairo and Regional Bureau for Science</li> <li>UNESCO Office in Doha</li> <li>UNESCO Office in Rabat</li> </ul> <b>National Offices</b> <ul style="list-style-type: none"> <li>UNESCO Office in Amman</li> <li>UNESCO Office for Iraq (located in Amman)</li> <li>UNESCO Office in Ramallah</li> <li>UNESCO Office in Khartoum</li> </ul>	<b>Cluster Offices and Regional Bureaux</b> <ul style="list-style-type: none"> <li>UNESCO Office in Bangkok and Regional Bureau for Education</li> <li>UNESCO Office in Jakarta and Regional Bureau for Science</li> <li>UNESCO Office in Almaty</li> <li>UNESCO Office in Apia</li> <li>UNESCO Office in Beijing</li> <li>UNESCO Office in New Delhi</li> <li>UNESCO Office in Tehran</li> </ul> <b>National Offices</b> <ul style="list-style-type: none"> <li>UNESCO Office in Dhaka</li> <li>UNESCO Office in Hanoi</li> <li>UNESCO Office in Islamabad</li> <li>UNESCO Office in Kabul</li> <li>UNESCO Office in Kathmandu</li> <li>UNESCO Office in Phnom Penh</li> <li>UNESCO Office in Tashkent</li> </ul>	<b>Cluster Offices and Regional Bureaux</b> <ul style="list-style-type: none"> <li>UNESCO Office in Havana and Regional Bureau for Culture</li> <li>UNESCO Office in Montevideo and Regional Bureau for Science</li> <li>UNESCO Office in Santiago and Regional Bureau for Education</li> <li>UNESCO Office in Quito</li> <li>UNESCO Office in Kingston</li> <li>UNESCO Office in San José</li> </ul> <b>National Offices</b> <ul style="list-style-type: none"> <li>UNESCO Office in Brasilia</li> <li>UNESCO Office in Guatemala</li> <li>UNESCO Office in Lima</li> <li>UNESCO Office in Mexico</li> <li>UNESCO Office in Port-au-Prince</li> </ul>	<b>Cluster Offices and Regional Bureaux</b> <ul style="list-style-type: none"> <li>UNESCO Office in Venice and Regional Bureau for Science and Culture in Europe (Italy)</li> <li>UNESCO Office in Moscow</li> </ul> <b>UNESCO Liaison Offices</b> <ul style="list-style-type: none"> <li>UNESCO Liaison Office in Addis Ababa</li> <li>UNESCO Liaison Office in Brussels</li> <li>UNESCO Liaison Office in Geneva</li> <li>UNESCO Liaison Office in New York</li> </ul>



## General Conference

36th Session, Paris 2011

# 36 C

United Nations  
Educational, Scientific and  
Cultural Organization

Organisation  
des Nations Unies  
pour l'éducation,  
la science et la culture

Organización  
de las Naciones Unidas  
para la Educación,  
la Ciencia y la Cultura

Организация  
Объединенных Наций по  
вопросам образования,  
науки и культуры

منظمة الأمم المتحدة  
للتربية والعلم والثقافة

联合国教育、  
科学及文化组织

36 C/5 Add.2  
25 October 2011  
Original: English

• Item 4.1 of the provisional agenda

### METHODS OF PREPARING THE BUDGET AND BUDGET ESTIMATES FOR 2012-2013 AND BUDGETING TECHNIQUES

#### ADDENDUM 2

*The General Conference,*

*Having examined* the Draft Programme and Budget for 2012-2013 (36 C/5 Draft and Addendum), prepared by the Director-General and submitted to the Executive Board in accordance with Article VI.3 (a) of the Constitution,

*Recalling* 185 EX/Decision 17, Part II paragraph 3, 186 EX/Decision 15, Part II paragraph 3 and 187 EX/Decision 15,

1. *Takes note with appreciation* of the fact that the budgeting techniques applied in the preparation of documents 36 C/5 and Addendum are in accordance with 35 C/Resolution 105;
2. *Invites* the Director-General to apply the same budgeting techniques in the preparation of document 37 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, including a possible adjustment of the constant dollar rate.